



TOWN OF ARLINGTON
Fiscal Year 2022
Town Manager's Annual Budget &
Financial Plan

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Fiscal Year 2022

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Town Manager

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Deputy Town Manager



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ANNUAL BUDGET & FINANCIAL PLAN FISCAL YEAR 2022
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SECTION I

BUDGET MESSAGE



A Resident's Guide to the Budget

Welcome! If you are reading this it means you are interested in better understanding one of the most important documents produced by your community. The Annual Budget & Financial Plan document is much more than just a collection of numbers; it is a reflection of our community's values, priorities, and goals. The Budget document serves as a policy document, a financial guide, and a communications device to its residents. To this end, it is designed to be as user-friendly as possible. This Annual Budget & Financial Plan was created to help orient readers by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document itself. We hope you find the introductory guide a useful tool as you better acquaint yourself with the latest financial and planning information for the Town of Arlington.

THE BUDGET PROCESS

The Town of Arlington is governed by the "Town Manager Act of the Town of Arlington, Massachusetts," by which a popularly elected, five-member Select Board appoints a professional manager to administer the daily operation of the Town. The Town's legislative body is a representative Town Meeting, which consists of 252 members elected from their home precincts. There are 21 precincts in Arlington. The Town Manager is the chief executive officer of the Town, managing the day-to-day business of Town departments.

In accordance with Section 32 of the Town Manager Act, the Town Manager must annually submit a budget to the Select Board and Finance Committee. Arlington has had a long tradition of developing a budget that clearly defines departmental goals and objectives and includes detailed trend analysis and long-term projections. The annual operating and capital budgets are submitted as part of the Town Manager's Annual Budget & Financial Plan. The Finance Committee reviews the Annual Budget January through April when the Committee submits its recommendations to Town Meeting. Town Meeting then adopts both the operating and capital budgets in May. During the fiscal year, budgetary transfers may be made with the approval of both the Select Board and the Finance Committee. Amendments to appropriations must be made by Town Meeting.

It is important to note that the financial and budgetary information presented in the Annual Budget & Financial Plan are projections and are subject to change prior to Town Meeting. For definitions of terms used in the Annual Budget & Financial Plan, see the Glossary at the end of this document.

For past budgets and plans, plus additional financial documents please visit arlingtonma.gov/financial.

BUDGET CALENDAR

July
Fiscal Year begins July 1st

September
Capital Budget requests due to Town Manager

October
Long-Range Plan Updated - Initial Revenue and Expenditure Forecast

November
Operating Budget requests due to Town Manager

January
Budget books distributed to Select Board and Finance Committee by January 15th

January/April
Finance Committee hearings on budget

March
Financial Plan distributed to Select Board and Finance Committee

April
Finance Committee recommended budget submitted to Town Meeting

May
Town Meeting adopts *Operating and Capital Budgets*

June
Fiscal Year ends June 30th



Community Profile

Name: Town of Arlington

Settled: 1635 (as Village of Menotomy)

Incorporated: 1807 (as West Cambridge) Renamed Arlington in 1867

Total Area: 5.5 Sq. Miles

Land: 5.2 Sq. Miles

Water: 0.3 Sq. Miles

Elevation: 46 Feet

Public Roads: 95.27 Miles

County: Middlesex

Population: 42,844 (2010 Census)

Form of Government: Representative Town Meeting

School Structure: K-12

FY2021 Average Single Family Tax Rate: \$11.34 per \$1,000

FY2021 Ave. Single Family Home Value: \$829,339

Coordinates: 42°24'55"N 71°09'25"W

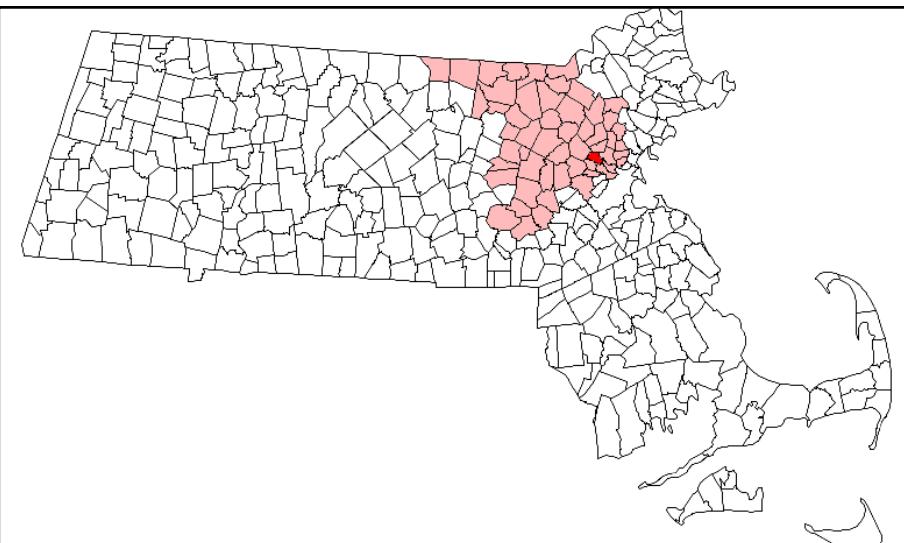
Address:

Arlington Town Hall
730 Massachusetts Avenue
Arlington, MA 02476
Phone: (781) 316-3000
www.arlingtonma.gov

The Town of Arlington is located six miles northwest of Boston and is home to over 42,000 residents living in a compact urban community of 5.5 square miles. Because of its proximity to Boston, Arlington residents are able to enjoy its diverse neighborhoods, active civic life, and good public transportation options. Arlington is more affordable than many of its neighbors and thereby attracts residents who value its geographic location and quality-of-life.

The Town of Arlington was originally settled in 1635 as a village named Menotomy, meaning "swift running water." In 1807, the name was changed to West Cambridge and renamed Arlington in 1867 in honor of the Civil War heroes buried in Arlington National Cemetery.

Arlington, which offers a diverse mix of residential settings and popular retail and entertainment options, has steadily evolved from a working-class community to a more affluent suburban town. Residents have a lot invested in the Town and come to expect excellent municipal services for a reasonable tax bill. The community has a strong history of supporting specific initiatives to improve the quality of these services. This support is evidenced by recent tax override initiatives to upgrade all the school facilities, and to maintain quality services.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Town of Arlington
Massachusetts

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill
Executive Director



Fiscal Year 2022 Annual Budget & Financial Plan Budget Message

March 1, 2021

To: The Honorable Select Board and Finance Committee

I hereby transmit to you the recommended FY2022 operating and capital budgets and the FY2022-2026 capital plan. The budget as proposed totals \$187,375,884 which is an increase of \$9,331,937 (5.24%) from the current budget. A summary showing a comparison of the FY2021 and FY2022 revenues and expenditures is shown on page 7. Also, this budget proposal will be made available via the Town's online budget tool, Arlington Visual Budget. It can be viewed at arlingtonvisualbudget.org.

It is important to note at the outset that this budget proposal has been formulated in one of the most uncertain economic environments that we have seen in the 21st century. This uncertainty has quite clearly been precipitated by the COVID-19 pandemic and its corresponding economic impacts. Due to this, we will be approaching our recommendations in a manner unlike our approach in prior years. The hallmark of this approach will be identification of budgetary priorities, but a deferral of some funding requests until more is learned about departmental needs and state revenues in the coming months.

However, the framework for our long range financial planning remains intact. FY2021, the current fiscal year, is the second year of a four-year plan that incorporated the Proposition 2 ½ override of 2019 designed to carry the Town's budgets through FY2023. The Select Board adopted a set of commitments which served as the basis for the \$5,500,000 operating override that was successfully passed via a Town-wide ballot measure on June 11, 2019. The Board's commitments and the status of fulfilling them are as follows:

- 1) Exercise fiscal discipline, and provide quality municipal services.
 - a. Commit to no Proposition 2 ½ overrides for at least four years. –**This budget submission maintains this commitment.**
 - b. Continue to increase general education operating budgets by 3.5% annually. – **This commitment is maintained.**
 - c. Continue to increase general government operating budgets by 3.25% annually. – **This commitment is maintained with a proposed Town budget increase of 2.60%.**
 - d. Continue to fund special education cost growth at a rate of 7% per year. – **This commitment is maintained.**
- 2) Respond to ongoing school enrollment growth pressures. Increase the education budget for future enrollment increases at a rate of 50% of per pupil expenditures. – **Due to decreases in enrollment, this is being addressed as described on Pages 5 and 6.**
- 3) Build Arlington's future.
 - a. Phase in funding of the School Committee's Multi-Year Plan to: address the impact of explosive enrollment growth of 27% since 2011; improve instruction; close the achievement gap for high needs students; ensure safe and supportive schools; and attract, retain, and develop talented staff. Adopt the following schedule of increases to base operating budgets: FY20 - \$600,000; FY21 - \$600,000; FY22 - \$800,000; FY23 - \$800,000. – **This commitment is maintained, but the schedule of funding has changed due to the economic impacts of the pandemic. This new schedule is described on Page 5.**



- b. Improve mobility for all residents, and support the goals of the Town's Complete Streets and Age-Friendly Community initiatives by adding \$250,000 to the base budget for pedestrian infrastructure -- including sidewalk brick removal and repair -- and senior transportation, such investments to be guided by the Town's sustainable mobility planning efforts. – **This commitment is maintained, with \$200,000 for mobility improvements being included in the capital budget and \$50,000 in funding included in the Council on Aging Transportation Enterprise Fund.**
- 4) Minimize impact on taxpayers, particularly seniors and others with income challenges.
 - a. Advance new tax relief programs, including a municipal circuit breaker and increased eligibility for property tax deferral options, and publicize existing relief programs. – **Several programs under this category were approved by Town Meeting in the spring of 2019 and have recently been approved by the state legislature.**
 - b. Remove certain water and sewer debt costs from property tax bills. – **The Select Board has initiated the reduction of the MWRA Debt Shift in coordination with the issuance of debt related to the Arlington High School Project.**
 - c. Pursue new revenue sources. – **This commitment is fulfilled on a year over year basis. Most recently the adoptions of a short term rental tax and adult use marijuana tax have been approved.**
 - d. Work with financial leadership to develop bonding schedules that will minimize single-year tax increases and debt service costs related to the Arlington High School rebuild. – **This commitment is being maintained by the Town's Finance Department.**

- 5) Protect against future fiscal shocks, and maintain the Town's strong bond rating. Maintain financial reserves at 5% or better for the duration of the four-year plan. – **This commitment is maintained.**

Beyond the investments outlined above, the FY2022 budget proposal is a level service budget that maintains core municipal services (Police, Fire, DPW) at current levels. Targeted investments have been made to address community needs and the details of those changes are discussed below.

School Department Funding

For the school year 2020-2021, Arlington, like many school districts, has seen a significant drop in student enrollment in response to the pandemic. The FY2021 budget had anticipated a growth in enrollment of 150 students, but the actual enrollment for this school year was down by 287 students – a net decrease of 437 students. Uncertainty about how many of these students might return to the district in September of 2021 has prompted consideration of how to responsibly manage school department funding decisions for FY2022. Part of that consideration will also be to analyze potential FY2021 surpluses that could be turned back to the general fund and also guide us in regards to general education funding needs in FY2022. Simultaneously, we are working to provide the school department the funding which was committed to as part of the override in order to allow for the implementation of its multi-year strategic plan. In FY2021, a portion of this funding was held back, but we are now working to provide the district with the held back funding over the course of the next two fiscal years. Consideration of school funding will continue in the coming months as we approach Town Meeting, but for the purposes of this budget submission, I am recommending the following:

- Setting aside FY2022's previously calculated Growth Factor in a special Finance Committee Reserve. This amount will be available to the School Department, with the approval of the Finance Committee, depending upon enrollment in September of 2021. This set aside will be \$1,094,550.
- Funding the School Committee's multi-year strategic plan as follows: FY2020 - \$600,000 FY2021 - \$140,000 FY2022 - \$1,030,000 FY2023 - \$1,030,000.

**Continuing to Meet the Needs of a Growing School Population**

In its initial implementation, the Growth Factor multiplied the amount of new students as of October 1st each year by 25% of DESE certified per pupil costs (PPC). Beginning in FY2017, this amount was increased to represent 35% of PPC as certified by DESE. For FY2020 and beyond, this calculation has been increased to 50%. Based on this, the FY2022 budget recommendation is as follows:

	FY 2021	FY 2022	\$ Increase	% Increase
School Additions	\$ 140,000	\$ 1,030,000	\$ 890,000	635.71%
General Education Costs	\$ 50,183,324	\$ 52,809,670	\$ 2,626,346	5.23%
Special Education Costs	\$ 24,546,695	\$ 26,264,964	\$ 1,718,269	7.00%
Growth Factor	\$ 700,512		\$ (700,512)	-100.00%
TOTAL SCHOOL BUDGET	\$ 75,570,531	\$ 80,104,634	\$ 4,534,103	6.00%

Growth Factor Breakdown	
FY 21 Enrollment Growth	0
DESE PPC for Arlington	\$ 14,601
50% of PPC for Arlington	\$ 7,300
Growth Factor (Growth # X 50% PPC)	\$ -

Calculating the Growth factor for FY2022 has been complicated by the large enrollment drop in FY2021, because of the COVID-19 pandemic. Enrollment dropped by 287 students from the previous year. In addition, the FY2021 enrollment had been projected to increase by 150 students. It is challenging to forecast the number of students who will return to Arlington schools in September 2021. The School Department has surveyed parents and studied where students went this year, including those who moved out of Arlington, went to private school, or were held out of school (particularly in kindergarten and first grade). The FY2022 budget sets aside an enrollment reserve of \$1,094,550 under the Finance Committee's control for it to supplement the School Department budget if fall 2021 enrollment exceeds fall 2019 enrollment.

Overall, the FY2022 budget proposal is a level services budget and allows the current override period to be maintained through FY2023. However, in FY2024, the Town's structural deficit reemerges and is projected to be approximately \$6.9 million, a higher estimate than before COVID-19. Town leaders will continue to monitor and evaluate its economic situation and the impact, if any, on services. The Town's structural deficit is discussed in greater detail on page 17 and the Town's Long Range Plan can be viewed on page 24.



Overall General Fund Budget Summary

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Change \$	Change %
Revenue						
Property Tax	\$ 124,010,977	\$ 133,350,155	\$ 138,199,500	\$ 142,742,625	\$ 4,543,125	3.3%
Local Receipts	\$ 12,261,981	\$ 11,231,688	\$ 7,906,301	\$ 8,873,350	\$ 967,049	12.2%
State Aid	\$ 20,039,795	\$ 22,481,187	\$ 23,136,038	\$ 23,500,574	\$ 364,536	1.6%
School Construction Aid	\$ 476,523	\$ 476,523	\$ 476,523	\$ -	\$ (476,523)	-100.0%
Free Cash	\$ 4,593,375	\$ 5,559,782	\$ 5,901,388	\$ 5,659,184	\$ (242,204)	-4.1%
Other Funds	\$ 200,000	\$ 200,000	\$ 400,000	\$ 400,000	\$ -	0.0%
Override Stabilization Fund	\$ 2,786,331	\$ -	\$ 2,024,197	\$ 6,200,151	\$ 4,175,954	206.3%
TOTAL TAXES, FEES, AID, AND OTHER SOURCES	\$ 164,368,982	\$ 173,299,335	\$ 178,043,947	\$ 187,375,884	\$ 9,331,937	5.24%
Transfers in (Offsets)	\$ 2,490,562	\$ 2,580,233	\$ 2,642,197	\$ 2,916,046	\$ 273,849	10.4%
TOTAL REVENUES	\$ 166,859,544	\$ 175,879,568	\$ 180,686,144	\$ 190,291,930	\$ 9,605,786	5.3%
Expenditures						
<i>Municipal Departments Appropriations</i>	\$ 35,838,908	\$ 36,504,171	\$ 40,516,044	\$ 41,766,325	\$ 1,250,281	5.4%
<i>Offsets and Indirect Costs</i>	\$ (2,490,562)	\$ (2,580,233)	\$ (2,642,197)	\$ (2,916,046)	\$ (273,849)	-10.4%
Municipal Departments (Taxation Total)	\$ 33,348,255	\$ 33,923,938	\$ 37,873,847	\$ 38,850,279	\$ 976,432	2.6%
School Department	\$ 66,253,022	\$ 71,427,139	\$ 75,570,531	\$ 80,104,634	\$ 4,534,103	6.0%
Minuteman School	\$ 4,936,724	\$ 5,384,690	\$ 6,113,371	\$ 6,795,456	\$ 682,085	33.2%
Non-Departmental (Healthcare & Pensions)	\$ 27,023,413	\$ 28,883,116	\$ 30,780,027	\$ 32,847,354	\$ 2,067,327	13.2%
Capital (Includes Debt Service)	\$ 12,857,157	\$ 13,196,044	\$ 16,253,328	\$ 18,073,998	\$ 1,820,670	11.2%
MWRA Debt Shift	\$ 5,593,112	\$ 5,593,112	\$ 3,691,454	\$ 1,845,727	\$ (1,845,727)	-50.0%
Warrant Articles	\$ 1,085,194	\$ 1,063,174	\$ 1,015,999	\$ 1,000,524	\$ (15,475)	-1.5%
Reserve Fund & Elections	\$ -	\$ -	\$ 1,556,724	\$ 2,814,695	\$ 1,257,971	80.8%
Override Stabilization Fund Deposit	\$ -	\$ 2,174,510	\$ -	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 151,096,877	\$ 161,645,723	\$ 172,855,281	\$ 182,332,667	\$ 9,477,386	5.5%
Non-Appropriated Expenses	\$ 5,282,659	\$ 4,986,098	\$ 5,188,666	\$ 5,043,217	\$ (145,449)	-2.8%
Surplus / (Deficit)	\$ 7,989,446	\$ 6,667,514	\$ -	\$ -	\$ -	0.0%



Departmental Budgets

Departmental operating budgets have been held to a 2.6% increase in accordance with the Long Range Plan. The primary investments in this budget relate to staffing levels in the Health Division of the Health and Human Services Department which correspond to needs presented by the pandemic and further investments in the Diversity, Equity and Inclusion Division of Health and Human Services. There have been no new positions added to the FY2022 budget, though we have identified a list of potential positions that we may request adding to the budget as we learn more about state revenues (see personnel chart on page 9).

Health Division

In order to meet the challenges of the pandemic, two Health Compliance Officers were added to the Health Division budget during FY2021 (and are first represented in the FY2022 personnel chart). These positions have been funded directly from federal CARES Act funding, which will remain available until December 31, 2021. Beyond this date, the Town budget will need to support these positions.

Diversity, Equity, and Inclusion Division

During this current fiscal year, the Diversity, Equity and Inclusion Division was created within the Health and Human Services Department. Correspondingly, the Diversity, Equity and Inclusion Coordinator position was upgraded to the position of Director. Going further, a Part-Time Administrative Support position was added to this newly-formed Division. Those changes have been incorporated into the FY2022 budget as well as a funding request for \$30,000 for training and consultancy work related to the efforts of the Division.

Positions Listed for Potential Addition at a Future Date

Due to the uncertainty mentioned earlier in this message, we have worked to limit proposed increases to Town departmental budgets. However, there are demonstrated needs that have been presented by Town departments that we may ask to add back to the budget, dependent upon state revenues. After learning more from both the Governor's budget and budgets from both legislative branches, we will provide further advice regarding these positions to the Select Board and the Finance Committee.

Department of Public Works- Civil Engineer, Permitting - \$70,000

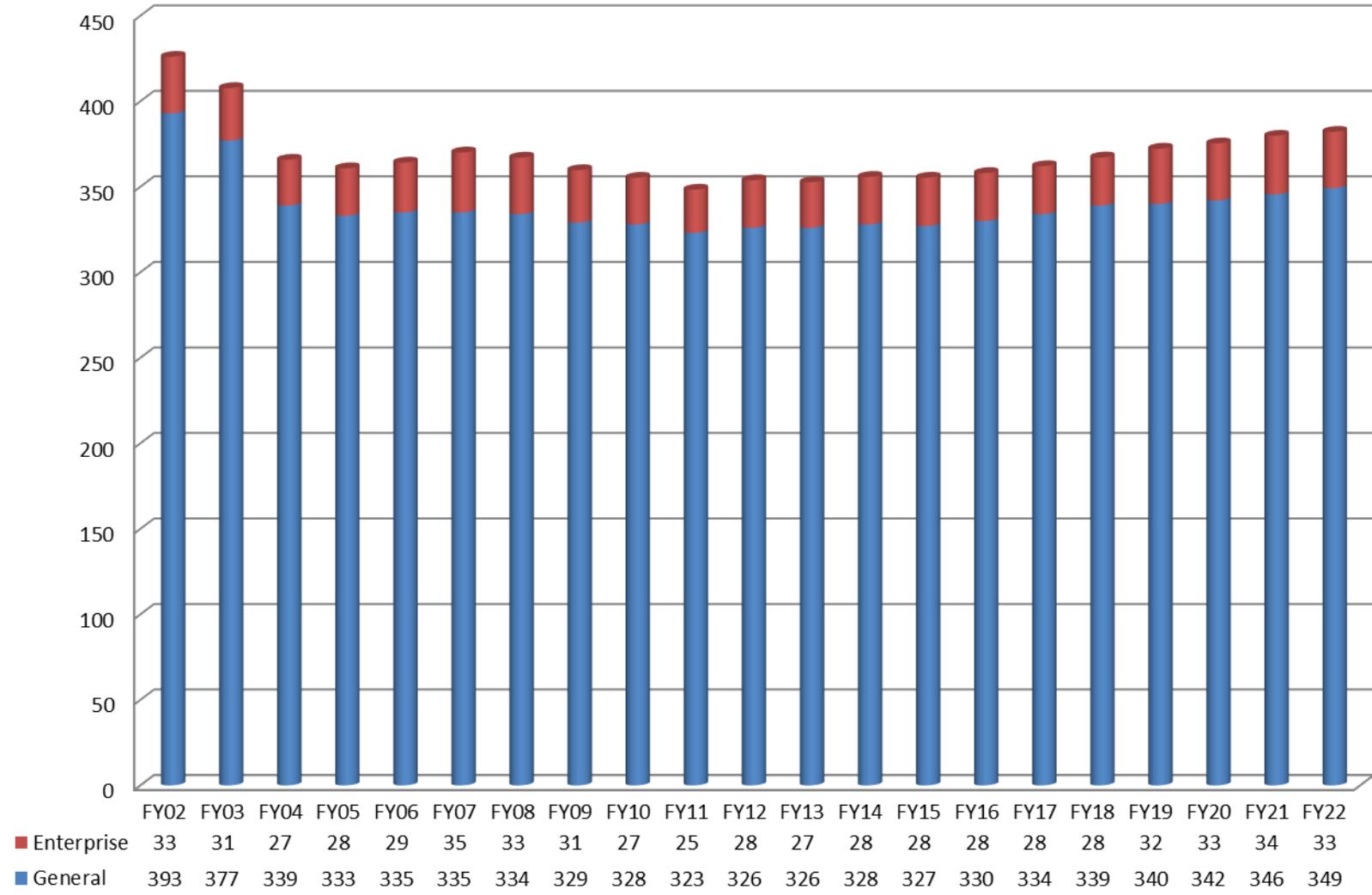
Inspectional Services Department - Compliance Officer - \$35,000

Town Manager's Office – Part –Time Public Records Request Coordinator - \$35,000

Library – Part-Time Teen Services Librarian - \$26,399



Town Personnel Trends FY 2002 - FY2022 FTEs



**Healthcare/Other Post-Employment Benefits (OPEB)**

Healthcare premiums by the new rates set by the Group Insurance Commission (GIC) for FY2022, plus an additional allocation for new hires in the town and school budgets to replace retirees or other vacancies and for additional teaching staff and aides to support an anticipated increase in school enrollment..

In FY2022, the Town will once again ask for a direct appropriation from the Health Claims Trust Fund into the Town's OPEB Trust Fund. The Town's portion of the Health Claims Trust Fund has an approximate balance of \$2,037,411. The FY2022 recommendation to fund OPEB with \$300,000 from the Health Claims Trust Fund is the ninth year in what is a recommendation to adopt this practice for a ten year period or until the Health Claims Trust Fund is exhausted. This \$300,000 contribution is in addition to the \$636,532 amount otherwise earmarked for appropriation into the OPEB Trust Fund, bringing the total proposed appropriation for FY2022 to \$936,532. The table below provides information regarding the Town's OPEB Trust Fund and OPEB liability.

Town of Arlington OPEB Liabilities - As of June 30				
Year	Liabilities	Assets	Net Liability	Percent Funded
2019	\$208,493,866	\$14,521,818	\$193,972,048	7.0%
2020	\$244,376,733	\$15,865,946	\$228,570,787	6.5%

Planning for a Net Zero Future

The Select Board voted on July 16, 2018 to establish a Clean Energy Future Committee (CEFC). The mission of the Clean Energy Future Committee is to guide the Town of Arlington to a future where, by 2050, net emissions of carbon dioxide and other greenhouse gas emissions attributable to all sources in Town are zero. The Committee shall identify short- and long-term energy goals; facilitate research studies, projects and collaborations; enlist the support of residents and businesses; recommend changes to laws and regulations; seek state and local funding; and take any other actions necessary for Arlington to achieve net zero carbon emissions by 2050.

In February 2021, the CEFC completed a [Net Zero Action Plan](#) to guide Arlington to net zero greenhouse gas pollution by 2050. Arlington partnered with the City of Melrose, Town of Natick and the Metropolitan Area Planning Council (MAPC) on a joint project to develop greenhouse gas inventories and net zero plans for all three communities.

The CEFC, in concert with Sustainable Arlington and Mothers Out Front (working together as the "Clean Heat for Arlington" Coalition), successfully advocated for filing a home rule petition that would prohibit fossil fuel infrastructure in new construction and major renovations. Town meeting voted to file the home rule petition on November 18, 2020.



Commitment to Racial Equity

The Town has deepened its budget and staffing resources committed to Racial Diversity, Equity, and Inclusion (DEI) in FY2022. DEI began as one staff person in the Health and Human Services Department. In acknowledgement of the importance of this work, DEI was broken out into its own division within HHS. During FY2021 the person leading that division was elevated to the position of Director and given a part-time administrative assistant.

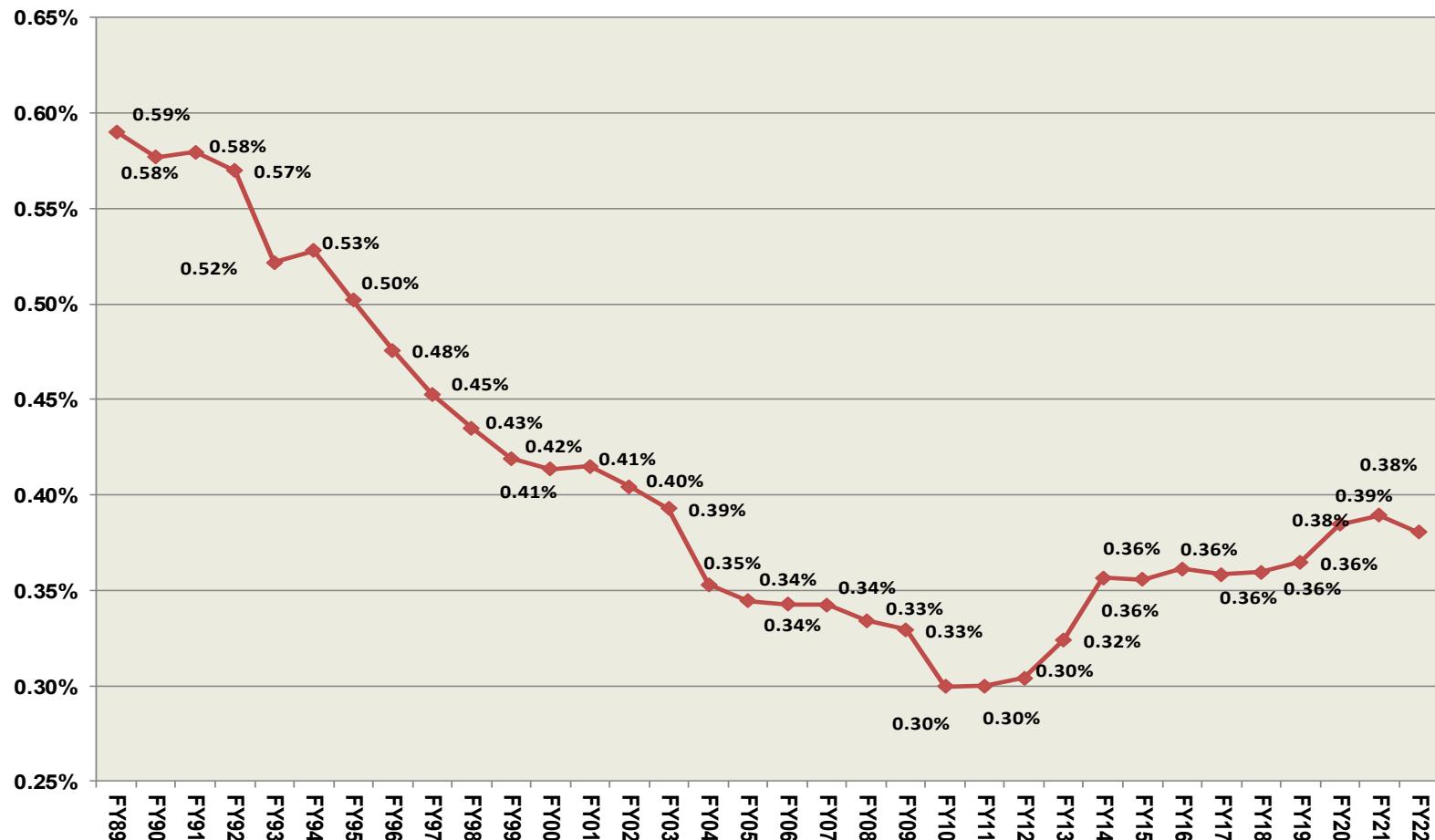
The Town will continue its work with the National League of Cities (NLC) Race, Equity and Leadership (REAL) Division in FY2022. NLC created the Race, Equity, And Leadership (REAL) program to strengthen local government leaders' knowledge and capacity to eliminate racial disparities, heal racial divisions, and build more equitable communities. Working with REAL, the Town has started to train over 60 employees on racial equity and is working to identify instances of institutional racism in Arlington government and work to eliminate them.

COVID-19 forced the Town to postpone the REAL trainings after the initial REAL 101 training in January 2020. The group training continued virtually in January 2021, again helping mid-level managers and managers to understand the reality of racism in America and Arlington specifically.

Throughout FY2021 and continuing into FY2022, employees will:

- Explore the implications and impacts of institutional and structural racism for the Town. Town leaders will spend a significant amount of time learning about how to use a racial equity tool as they explore structural changes to daily operations, budgeting, communications, community engagement, and decision making.
- Review the subject matter identified from the previous training sessions and current issues shared during the sessions. Town leaders will learn and apply the racial equity tool to these priorities and determine an approach for advancing racial equity in the town including the development a racial equity plan.

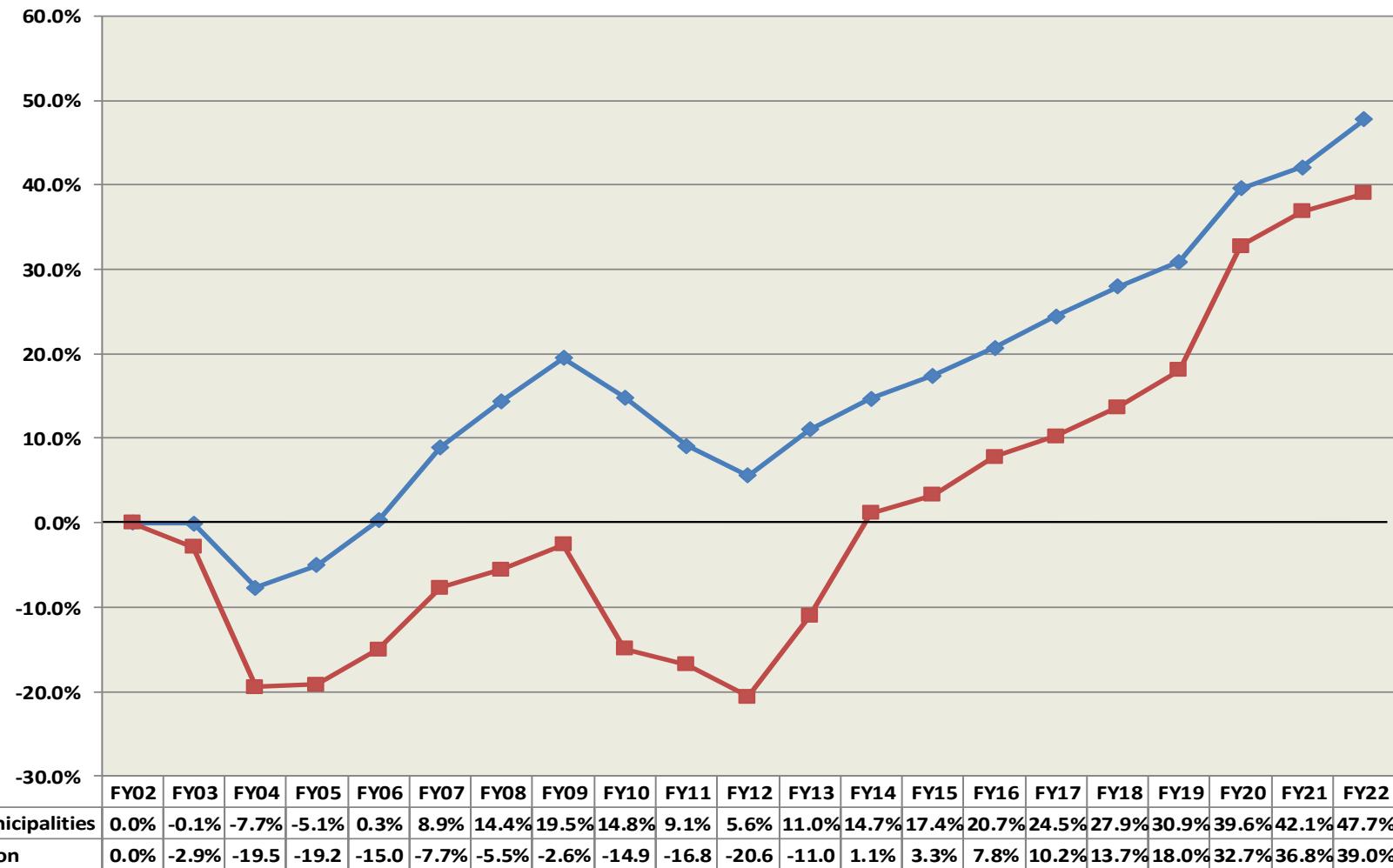
The budget acknowledges the importance of this work by creating a Diversity, Equity, and Inclusion Division, by promoting the Director and by hiring a part-time administrative assistant.

**Arlington's Percent of Total State Aid**



State Aid Cumulative Year-to-Year Percent Change Since Fiscal Year 2002

(Numbers Exclude School Construction and METCO Reimbursements)





Comparative Data

The FY2022 Annual Budget & Financial Plan includes a set of comparable communities that includes Belmont, Brookline, Medford, Melrose, Milton, Natick, Needham, North Andover, Reading, Stoneham, Watertown, and Winchester. These communities were selected by Town, School, and Union leadership. These communities were identified based on a number of factors including; population, 5 year average municipal growth factor, population per square mile, median income per capita, median income per household, single family median home value, average family tax bill, total tax levy, excess capacity as a percentage of maximum levy, and residential valuation as a percentage of the total tax levy.

There are a number of factors that contribute to Arlington's structural deficit – some common among all municipalities and some unique to Arlington. Some factors particular to Arlington include the fact that Arlington is a densely populated, fully built-out community (see Tables 1 and 2 on page 15). Revenue from growth in the tax base ranks 13 among a group of 13 comparable communities (see Table 3), and remains under the state-wide average. Another indicator of the Town's ability and opportunity to raise revenue is a measure developed by the Department of Revenue called Municipal Revenue Growth Factor (MRGF). It measures a community's ability to raise revenue, taking into consideration a community's tax levy limit, new growth, state aid, and local receipts. As one can see from Table 4, the state-wide average and average of the twelve other comparable communities' MRGF is 4.09 and 4.44 respectively. Arlington's is 3.78, below the comparable communities' and state averages.

Another factor affecting the Town's financial structure is its tax base. The Town's tax base is nearly all residential - the commercial/industrial sector makes up slightly less than 6% of the total. Table 5 shows that Arlington's commercial/industrial tax base ranks 11th out of 13 comparable communities. The average of these communities is 15.53%, almost three times that of Arlington. This affects not only the Town's ability to raise revenue, it places a heavier tax burden on the residential sector as there is almost no commercial/industrial sector with which to share the tax burden. Notwithstanding this, the tax burden, when measured several different ways, is below the average of the 13 comparable communities. In fact, the Town ranks 9th in taxes per capita (Table 6), and 9th in taxes per household as a percent of median household income (Table 7). This is despite the fact that Arlington's tax levy includes more than \$1.8 million in MWRA water and sewer debt.

A look at how the Town's spending levels impact the Town's financial position shows that the Town's spending per capita is well below the state average and the average of the 13 comparable communities. Arlington ranks 9th out of 13 comparable communities in overall expenditures per capita (see Table 8). The spending average of the other comparable communities is approximately 13% greater than Arlington.

With spending below average for comparable communities, and with revenue growth opportunities below the statewide and comparable communities average, it is clear that the structural problem with the Town's finances lies with the revenue side of the equation as opposed to the spending side.

**Table 1**

Municipality	Pop Per Square Mile
1 ARLINGTON	8,790
2 WATERTOWN	8,744
3 BROOKLINE	8,707
4 MEDFORD	7,044
5 MELROSE	5,974
6 BELMONT	5,604
7 STONEHAM	3,923
8 WINCHESTER	3,775
9 READING	2,558
10 NEEDHAM	2,489
11 NATICK	2,391
12 MILTON	2,116
13 NORTH ANDOVER	1,170
Ave w/o Arlington	4,541
Arlington	8,790

Table 2

Municipality	Housing Units Per Sq Mile
1 BROOKLINE	3,918
2 WATERTOWN	3,906
3 ARLINGTON	3,878
4 MEDFORD	2,969
5 MELROSE	2,511
6 BELMONT	2,190
7 STONEHAM	1,571
8 WINCHESTER	1,324
9 READING	967
10 NATICK	945
11 NEEDHAM	905
12 MILTON	746
13 NORTH ANDOVER	417
Ave w/o Arlington	1,864
Arlington	3,878

Table 3

Municipality	New Growth Avg. '19-'21
1 WATERTOWN	4.37%
2 NEEDHAM	3.39%
3 NATICK	1.76%
4 NORTH ANDOVER	1.55%
5 MEDFORD	1.41%
6 BROOKLINE	1.30%
7 STONEHAM	1.28%
8 BELMONT	1.20%
9 READING	1.16%
10 MELROSE	1.13%
11 MILTON	1.11%
12 WINCHSTER	1.10%
13 ARLINGTON	0.77%
Ave w/o Arlington	1.73%
Arlington	0.77%
State-Wide Ave	1.63%

Table 4

Municipality	FY2020 Municipal Revenue Growth Factor
1 WATERTOWN	6.57
2 NEEDHAM	6.53
3 BELMONT	4.86
4 NORTH ANDOVER	4.54
5 NATICK	4.39
6 MILTON	4.19
7 MEDFORD	4.15
8 ARLINGTON	3.78
9 READING	3.76
10 BROOKLINE	3.71
11 WINCHESTER	3.68
12 STONEHAM	3.48
13 MELROSE	3.43
Ave w/o Arlington	4.44
Arlington	3.78
State-Wide Ave	4.09

**Table 5**

Municipality	FY2021 Commercial/ Industrial/ Personal % of Total Tax Levy
1 WATERTOWN	38.28%
2 NEEDHAM	23.08%
3 NATICK	20.49%
4 MEDFORD	18.36%
5 BROOKLINE	17.10%
6 NORTH ANDOVER	16.92%
7 STONEHAM	16.18%
8 MELROSE	8.19%
9 READING	7.20%
10 MILTON	6.08%
11 ARLINGTON	5.42%
12 BELMONT	4.93%
13 WINCHESTER	4.18%
Ave w/o Arlington	15.53%
Arlington	5.42%

Table 6

Municipality	FY2020 Taxes Per Cap
1 NEEDHAM	\$5,175
2 WINCHESTER	\$4,670
3 BROOKLINE	\$4,325
4 BELMONT	\$4,193
5 NATICK	\$3,499
6 WATERTOWN	\$3,432
7 MILTON	\$3,197
8 READING	\$3,104
9 ARLINGTON	\$3,035
10 NORTH ANDOVER	\$2,584
11 MELROSE	\$2,459
12 STONEHAM	\$2,234
13 MEDFORD	\$2,144
Ave w/o Arlington	\$3,418
Arlington	\$3,197

Table 7

Municipality	FY2021 Taxes/ Household as % of 2019 median income
1 NEEDHAM	8.8%
2 BELMONT	8.3%
3 BROOKLINE	8.2%
4 WINCHESTER	7.9%
5 WATERTOWN	7.8%
6 NATICK	7.7%
7 MILTON	6.8%
8 NORTH ANDOVER	6.8%
9 ARLINGTON	6.4%
10 READING	6.2%
11 STONEHAM	5.6%
12 MELROSE	5.5%
13 MEDFORD	5.3%
Ave w/o Arlington	7.1%
Arlington	6.4%

Table 8

Municipality	FY2019 Total Exp Per Cap
1 NEEDHAM	\$5,560
2 WINCHESTER	\$5,267
3 BROOKLINE	\$4,771
4 BELMONT	\$4,350
5 NATICK	\$4,172
6 WATERTOWN	\$3,884
7 READING	\$3,802
8 MILTON	\$3,798
9 ARLINGTON	\$3,529
10 MELROSE	\$3,161
11 NORTH ANDOVER	\$3,127
12 STONEHAM	\$2,933
13 MEDFORD	\$2,821
Ave w/o Arlington	\$3,971
Arlington	\$3,529



Collective Bargaining and Employee Relations

All Town employee unions have contracts in place through the close of the current fiscal year, FY2021, except the Arlington Police Patrol Officers Association. The State Joint Labor Management Committee issued an arbitration award for that contract in February 2021, and it will go to the Town's 2021 Annual Town Meeting for ratification and funding. The Town is currently in labor negotiations with all of its unions, aiming for one year deals for FY2022. The School Department has settled a one year contract with the teachers' union for FY2022, it has an existing contract through FY2022 for the administrative and paraprofessional staff, and is negotiating with its senior administrative staff, bus drivers, cafeteria workers, and traffic supervisors.

State Aid

State aid is projected to decrease by \$111,987 or 0.47% in FY2022. This projected decrease is based Governor Baker's FY2022 State budget, presented in January 2021. That budget increased Arlington's Chapter 70 funding by \$159,909 and Unrestricted General Government Aid by \$232,488, however, in FY2022, the Town will no longer receive old School Construction Aid, which reimbursed the Town for debt payments on prior school capital projects. The last such project was for the Peirce School, the debt for which was fully paid in FY2021. The Town also saw a decrease in its reimbursements for property tax exemptions it offers in conjunction with the State to low income, disabled, and military veteran taxpayers.

Financial Structure and Outlook

Each year, for many years, the Town has had a structural deficit whereby the growth in revenues has not kept pace with the growth in costs necessary to maintain a level service budget. The annual structural deficit is estimated between \$3.0 and \$3.5 million. As a result of being a built out (further density being the only real growth opportunity) community with limited available growth in its tax base and only recent improvement in its state aid, the Town has had to rely on periodic tax overrides to sustain service levels. Still, in the nearly 40 years of Proposition 2½, there have been only four general tax overrides (inclusive of the June 2019 override).

Looking ahead, the Town is engaged in a planning process to consider changes within the Town's industrial zoning districts which could lead to heightened growth in the tax base. Additionally, there is an ongoing discussion regarding further mixed use development along the Town's commercial corridors which also holds the potential for tax base growth beyond current levels.

**Capital Budget FY2022 and Capital Plan FY2022-FY2026**

The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and Proposition 2 ½ debt exclusion projects. For FY2022 funding for the capital budget is as follows:

Bonding: \$790,000
Cash: \$3,959,297
Other: \$3,724,000

Our existing non-exempt debt is \$7,063,283 which is consistent with prior debt service projections for FY2022. The total capital budget for FY2022, including debt, is estimated at \$18 million. With ongoing commitments to spending on the High School and DPW projects, the remainder of the Capital Plan continues to fund ongoing, recurring capital needs such as road, sidewalks, water and sewer improvements, vehicles, and information technology equipment, without taking on new major investments in FY2022.

At a Special Town Meeting in 2020, Town Meeting approved an additional \$8.9M for the DPW building. This addition added \$1.5M in debt service in FY22, limiting what other projects the Capital Planning Committee could consider. While the Committee originally removed several items from the Capital plan to stay within the 5% limit, the cost to borrow for this project came in at the historically low rate of 1.77%, allowing the Committee to add back in roadwork and school HVAC projects.

The Capital Planning Committee continued to consider the impact of the Community Preservation Act (CPA) funding on projects that have historically been funded through the capital budget, but could be eligible for CPA funding this fiscal year and beyond. The Committee has included \$4.4 million of recreation and open space projects in the five year capital plan that has been recommended for CPA funding. The Community Preservation Act Committee has completed its review of final applications submitted for the FY2022 funding cycle and will make recommendations for CPA funding at Town Meeting.

Statutory Debt Capacity: State law imposes a debt limit on each community, on certain debt, equal to 5% of the Equalized Valuation (EQV) of the Town. Based on the current Department of Revenue (DOR) reported EQV of \$12.8 billion, the debt limit is \$639.7 million. Arlington's estimated applicable FY 2022 outstanding debt of \$190 million, including two phases of borrowing for the Arlington High School project, represents 29.7% of the statutory limit. Projecting to the completion of borrowing for the AHS project through the end of the project, minus the expected state contribution, total applicable debt rises considerably, but remains well under the statutory limit.



Five Year Financial Plan Projection

The cornerstone of our strategic budgeting process is the long-range financial projection. Based upon analysis of internal and external factors impacting the Town's operations and finances, we have prepared the long-range projection found on page 24. These projections will, of course, have to be modified as events unfold, but we believe that they are reasonable for fiscal planning purposes.

Revenue assumptions include the following:

- **Overall revenues** are expected to increase 5.24% in FY2022. Future year increases range from –2.1% to 2.9%. In FY2024, revenue is projected to decrease by 2.1%. This is a result of projecting to have insufficient revenues that year, because the Override Stabilization Fund will have been depleted. It is anticipated that an operating override will be proposed to avoid this deficit and the resulting cuts to Town and School services.
- **Tax Levy** – The FY2022 tax levy is projected to increase by approximately 3.29%. Future year increases are projected to be between approximately 1.34% and 2.63% per year. New growth is projected at \$650,000 this year. Debt payments for Proposition 2½ debt exempted school projects, previously approved by Town voters, amount to approximately \$10,000,000 each year. Beginning in FY2015 property tax payments from Symmes fully covered the Symmes debt and therefore, no funds are needed to be raised on the tax rate to offset Symmes debt service.
- **State Aid** – Based on the Governor's budget, state aid is projected to decrease 0.47%. In out years, increases are projected to be 1%.
- **School Construction Reimbursement** – MSBA reimbursements will be zero in FY2022. FY2021 was the last year of the Peirce Elementary School construction project State reimbursement.
- **Local Receipts** – Local Receipts are estimated to rebound by \$967,049 in FY2022 after dropping nearly \$2 million in FY2021. They are projected to continue that rebound over the next three years, returning to their former levels by FY2026.



- **Free Cash** – FY2022 Free Cash use is \$5,659,184, which is 50% of the Town's available free cash balance. For FY2023 and in each subsequent year, \$4,366,659 is proposed to be appropriated. This is of 50% of the ten year average of certified Free Cash.
- **Other Available Funds** – A transfer of \$400,000 from surplus tax abatement overlay reserve funds is proposed for FY2022. Transfers of \$400,000 from surplus tax abatement are projected in each year of the plan thereafter.
- **Override Stabilization Fund** – For at least the first six years of the override (FY2012-2018) funds were be deposited into the Fund, resulting in an balance of approximately \$26.5 million. In FY2022, \$6,200,151 will be drawn from the fund. Drawdowns of \$10.3 million in FY2023, and \$7.7 million in FY2024 (which will deplete the Fund) will be needed to close the budget gaps. There will be a budget gap of approximately \$6.94 million in FY2024. It is important to note that these numbers are projections at this time and may vary significantly in future years.

Expenditure assumptions include the following:

- **School Budget** – Starting In FY2017, expenditures were capped at 3.5% for general education costs and 7% for special education costs. However, the FY2015 School Budget included a growth factor that is aimed to offset the expenses attributable to enrollment growth for the previous years. In future years, the growth factor is included in the following year's general education budget, which results in school budget increases ranging from 5.32% to 6.36%. The growth factor is explained in greater detail earlier in the Town Manager's Budget Message, *supra*.
- **Minuteman School** – In FY2022 the Town's Minuteman Technical Vocational Regional High School assessment will increase by \$682,085 (11.2%). This increase is due to assessments to pay for debt services for the new Minuteman High School construction project and to Arlington's share of the enrollment total. In future years, those capital assessments will continue to increase as the construction project moves forward. Also, in future years, operating increases for Minuteman are projected at 3.5% per year.
- **Municipal Departments** – Because of financial uncertainty caused by the COVID pandemic, expenditures for municipal departments will increase by only 2.6% in FY2022, which is a growth rate lower then the Town policy of 3.25% annual growth. Going forward, Town expenditure increases are capped at 3.25%.



- **Capital Budget** – Capital policies call for dedicating approximately 5% of General Fund net revenues to capital spending inclusive of non-exempt debt. The Capital Budget fluctuates in future years due to the retirement of exempt debt.
 - **Exempt Debt** – This includes the actual cost of debt service for debt exclusion projects, which include most school projects, except the Ottoson and the Hardy Schools. Exempt debt, also sometimes referred to as Excluded Debt, is debt service that is added to the tax levy above the normal limits of Proposition 2 ½.
 - **Non-Exempt Debt** – This debt will fluctuate over the next several years but will average slightly more than \$7 million per year. Some of the recent major projects funded by non-exempt debt include the DPW Headquarters and the Community Center building.
 - **Cash** – In FY2022 \$3,959,279 in cash funded capital projects is included. This amount fluctuates in future years.
- **MWRA Debt Shift** – The amount has been funded at \$1,845,727, half of the previous year's number. Next year, the figure will be zero, thereby completing the Select Board policy of having the Water and Sewer rates fully pay for all related costs.
- **Pensions** – In FY2022 the pension appropriation will increase 5.98% and thereafter, increases 6% annually.
- **Insurance (including Healthcare)** – Health care and insurance costs are expected to increase by 7.18%. Employee premiums (GIC rates) increases and decreases varied based on the sixteen different plans offered by the GIC. In outgoing years costs are projected to increase from 5% to 6% per year depending on enrollment growth in the School Department.
- **State Assessments** – In FY2022, the MBTA assessment, which is the largest assessment, will increase by \$27,909 (0.9%). Overall, state assessments will increase by 3.4% and increase by 2.50% annually thereafter.
- **Offset Aid** – Assistance to Libraries will remain unchanged at \$71,523.
- **Overlay Reserve** – This reserve for tax abatements is increased in revaluation years, which occur every five years. For the revaluation year FY2025, the reserve is increased to \$800,000. In non-revaluation years it is \$600,000.



- **Reserve Fund** – The Reserve Fund is budgeted at 1% of operating revenues.
- **Other** – This includes court judgments (\$100,000) and Symmes property taxes reserved for Symmes debt (\$667,450). FY2022 is the last year of Symmes debt payments.
- **Warrant Articles** – Appropriations for miscellaneous warrant articles were \$1,000,524 in FY2022 and thereafter held level. It includes the Elections budget, which fluctuates by approximately \$100,000 per year depending on the number of scheduled elections.



Conclusion

In these difficult economic times there have been unprecedented challenges, both financial and operational. In the face of this our staff has worked tirelessly to provide high-quality services to the residents of Arlington. In this budget, every effort is being made to implement all appropriate measures that will maximize the productivity of our organization and deliver services within available resources and within the context of the pandemic. We remain committed to maintaining the high quality of life our residents expect and deserve.

As the budget process evolves and additional information becomes available over the next few months, the estimates and recommendations contained herein will be adjusted as required. You will then be able to make operating and capital budget adjustments as deemed advisable prior to Town Meeting.

The document presented for your consideration is a product of a great deal of work. Our department heads, second to none in the Commonwealth in terms of professional competence and dedication to their tasks, provided invaluable input and assistance. Members of boards and commissions also offered valuable assistance. In particular, I would like to thank the Select Board for its policy insights and leadership. I am most of all indebted to Sandy Pooler, Deputy Town Manager and Julie Wayman, Management Analyst for the production of this budget document. They deserve special recognition for the quality of the budget document and the information and the data contained herein. Both of these valuable team members spent evenings and weekends assisting in the production of this document.

Respectfully submitted,

Adam W. Chapdelaine

Town Manager



Long Range Financial Projection

	FY 2021	FY 2022	Dollar Change	Percent Change	FY 2023	FY 2024	FY 2025	FY 2026
I REVENUE								
A. State Aid	23,136,038	23,500,574	364,536	1.58%	23,731,365	23,964,464	24,199,894	24,437,679
School Construction Aid	476,523	0	(476,523)	-100.00%	0	0	0	0
B. Local Receipts	7,906,301	8,873,350	967,049	12.23%	9,225,900	9,578,450	9,703,450	9,803,450
C. Free Cash	5,901,388	5,659,184	(242,204)	-4.10%	4,366,659	4,366,659	4,366,659	4,366,659
D. Overlay Reserve Surplus	400,000	400,000	0	0.00%	400,000	400,000	200,000	200,000
E. Property Tax	138,199,500	142,742,625	4,543,125	3.29%	144,662,199	148,472,153	152,319,918	156,237,824
F. Override Stabilization Fund	2,024,197	6,200,151			10,356,411	7,712,290	0	0
TOTAL REVENUES	178,043,947	187,375,884	9,331,937	5.24%	192,742,534	194,494,016	190,789,921	195,045,612
II APPROPRIATIONS								
A. Operating Budgets	140,000	1,030,000			1,030,000			
General Education Costs	50,183,324	52,809,670	2,626,346	5.23%	55,724,058	59,095,559	61,942,120	64,722,090
Special Education Costs	24,546,695	26,264,964	1,718,269	7.00%	28,103,511	30,070,757	32,175,710	34,428,010
Growth Factor	700,512	0			343,100	751,900	591,300	766,500
Net School Budget	75,570,531	80,104,634	4,534,103	6.00%	85,200,669	89,918,216	94,709,130	99,916,600
Minuteman Operating & Capital	4,834,357	5,184,492	350,135	7.24%	5,365,949	5,553,757	5,748,138	5,949,323
Minuteman Exempt Capital	1,279,014	1,610,964	331,950	25.95%	1,610,964	1,610,964	1,610,964	1,610,964
Town Personnel	29,203,669	30,245,340	1,041,671	3.57%	31,228,314	32,243,234	33,291,139	34,373,101
Town Expenses	11,312,375	11,520,985	208,610	1.84%	11,895,417	12,282,018	12,681,184	13,093,322
Less Offsets:	2,642,197	2,916,046	273,849	10.36%	3,010,817	3,108,669	3,209,701	3,314,016
Net Town Budget	37,873,847	38,850,279	976,432	2.58%	40,112,914	41,416,583	42,762,622	44,152,407
MWRA Debt Shift	3,691,454	1,845,727	(1,845,727)	-50.00%	0	0	0	0
B. Capital budget								
Exempt Debt Service	6,942,104	8,689,591	1,747,487	25.17%	8,589,983	8,488,406	8,376,851	8,286,454
Non-Exempt Service	6,573,279	7,117,439	544,160	8.28%	7,304,897	7,158,508	6,824,795	7,269,379
Cash	4,329,512	3,959,297	(370,215)	-8.55%	2,953,369	3,566,859	4,439,241	4,401,723
Offsets/Capital Carry Forward	(1,591,567)	(1,692,329)	(100,762)	6.33%	(389,015)	(441,086)	(499,637)	(442,021)
Total Capital	16,253,328	18,073,998	1,820,670	11.20%	18,459,234	18,772,687	19,141,250	19,515,535
C. Pensions	11,921,239	12,634,629	713,390	5.98%	13,392,707	14,196,269	15,048,045	15,950,928
D. Insurance	18,858,788	20,212,725	1,353,937	7.18%	21,345,739	22,628,857	23,948,708	25,169,067
E. State Assessments	3,555,261	3,675,767	120,506	3.39%	3,765,873	3,858,232	3,952,900	4,049,934
G. Overlay Reserve	961,455	600,000	(361,455)	-37.59%	600,000	600,000	800,000	600,000
H. Reserve Fund	1,556,724	2,814,695	1,257,971	80.81%	1,737,961	1,782,933	1,824,131	1,867,592
I. Crt Jdgmnts/Deficit/Symmes	671,950	767,450	95,500	14.21%	100,000	100,000	100,000	100,000
J. Warrant Articles	1,015,999	1,000,524	(15,475)	-1.52%	1,050,524	1,000,524	950,524	900,524
K. Override Stabilization Fund	0	0			0	0	0	0
L TOTAL APPROPRIATIONS	178,043,947	187,375,884	9,331,937	5.24%	192,742,534	201,439,022	210,596,412	219,782,874
BALANCE	0	0			0	(6,945,006)	(19,806,491)	(24,737,262)



SECTION II

REVENUE



TOTAL REVENUE

The COVID pandemic hit during the budget preparation period for the FY2021 budget and caused the Town to reconsider its original revenue assumptions and to assume a fifteen percent (15%) cut in aid from the Governor's January 2020 budget. During the current year, the Town has seen many of those decreased assumptions manifest themselves in its revenue collections. The FY2022 revenue assumptions reflect a rebound in some revenue sources, but ongoing revenue shortfalls in others.

Total revenue for FY2022 is projected to be \$187,375,884, an increase of \$9,331,937 or 5.24%. Of this increase, \$176,512,709 is from revenue dedicated to support the General Fund and \$10,300,555 is from debt exclusion overrides to support borrowing for capital projects, including Arlington High School, elementary schools, and the Minuteman Regional Vocational Technical High School. The General Fund increase is \$6,689,880 or 3.94%

The property tax levy is projected to increase, without debt exclusion revenue or MWRA debt, by \$4,309,415 or 3.14%. This includes the normal 2.5% increase plus \$650,000 in new growth. Total tax revenues, including the debt exclusions and the MWRA exclusion, increase by \$4,543,125 or 3.29%

Local receipts are projected to increase by \$967,049 or 12.2% as they rebound in part from the COVID pandemic shortfalls.

State Aid estimates are made up of Cherry Sheet Aid, the annually recurring aid for education, general government, and other categories (see State Aid description on page 41). In past years the Town also received School Construction Aid, State reimbursements to the Town for borrowing costs the Town incurred for state eligible school building projects, but the last payment occurred in FY2021. Total state aid is projected to decrease \$111,987, or 0.47% and is based on the Governor's January 2021 budget. Arlington will receive a \$175,080 (1.2%) increase in Chapter 70 Aid and a \$232,488 (2.81%) increase in General Government Aid and a loss of \$476,523 in School Construction Aid.

A total of \$5,659,184 in Free Cash is proposed to be used, which is an decrease of \$242,204 from FY2021 and, consistent with Town financial policies, an amount equal to 50% of the Free Cash balance certified by the Department of Revenue for the close of the previous fiscal, June 30, 2020.

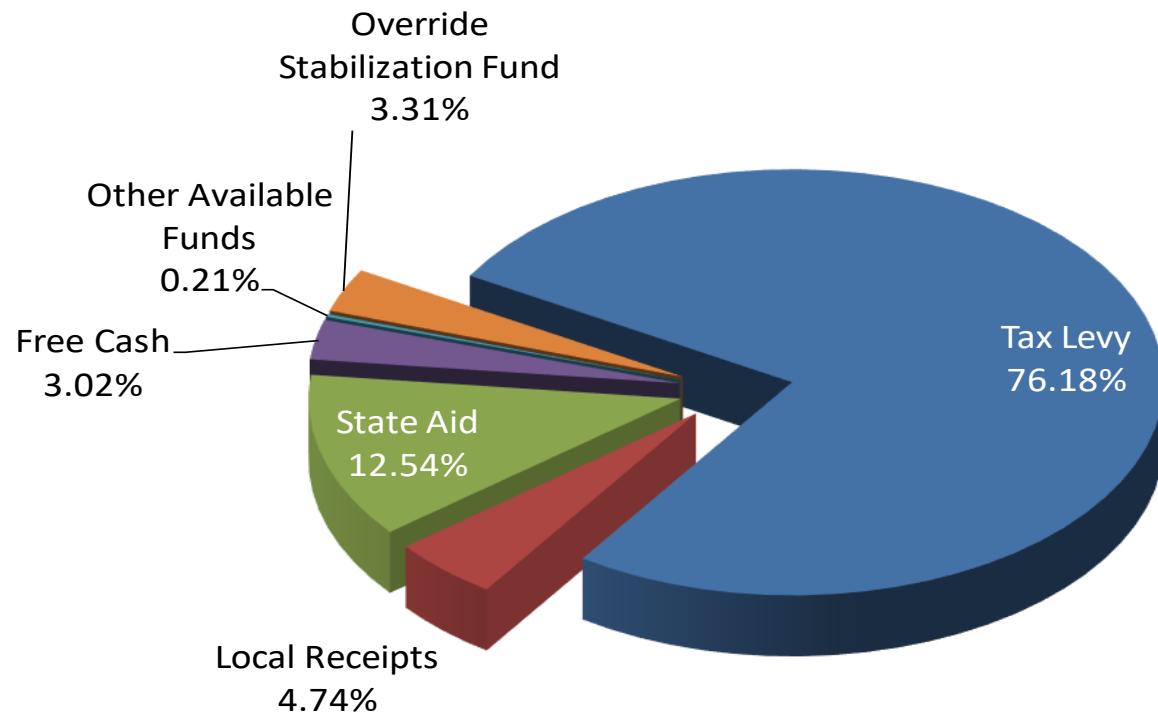
Other Available Funds include \$400,000 in surplus tax abatement overlay funds, the same amount as the Assessors released in FY21.

It will be necessary to use \$6,200,151 from the Override Stabilization Fund this year.

REVENUE SOURCE	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Budget Change
Tax Levy	124,010,977	133,350,155	138,199,500	142,742,625	4,543,125
Local Receipts	12,261,981	11,231,688	7,906,301	8,873,350	967,049
State Aid	20,516,318	22,957,710	23,612,561	23,500,574	(111,987)
Free Cash	4,593,375	5,559,782	5,901,388	5,659,184	(242,204)
Other Available Funds	200,000	200,000	400,000	400,000	-
Override Stabilization Fund	2,786,331	0	2,024,197	6,200,151	4,175,954
Total	164,368,982	173,299,335	178,043,947	187,375,884	9,331,937



Revenues \$187,375,884





Total General Fund Revenues

	FY13 <u>Actual</u>	FY14 <u>Actual</u>	FY15 <u>Actual</u>	FY16 <u>Actual</u>	FY17 <u>Actual</u>	FY18 <u>Actual</u>	FY19 <u>Actual</u>	FY20 <u>Actual</u>	FY21 <u>Budget</u>	FY22 <u>Budget</u>
Tax Levy*	92,416,269	96,144,398	99,691,909	103,384,789	106,846,726	111,126,263	112,983,032	122,322,210	126,286,928	130,596,343
Local Receipts	9,886,882	10,296,545	10,115,304	11,071,191	10,689,873	12,004,047	12,004,047	11,231,688	7,906,301	8,873,350
State Aid**	15,040,051	17,093,258	17,462,884	18,230,105	18,918,527	19,375,164	20,039,795	22,481,187	23,136,038	23,500,574
Free Cash	1,570,000	3,411,528	3,042,925	3,435,846	4,537,299	4,850,566	4,593,375	5,559,782	5,901,388	5,659,184
Other Available Funds	200,000	200,000	350,000	350,000	200,000	500,000	200,000	200,000	400,000	400,000
Override Stabilization Fund	0	0	0	0	0	0	2,786,331	0	2,024,197	6,200,151
Total	119,113,202	127,145,729	130,663,022	136,471,931	141,192,425	147,856,040	152,606,580	161,794,867	165,654,852	175,229,602

*Excludes MWRA Debt Shift

**Excludes MSBA Reimbursements

Annual Revenue Increases

	FY13 <u>Actual</u>	FY14 <u>Actual</u>	FY15 <u>Actual</u>	FY16 <u>Actual</u>	FY17 <u>Actual</u>	FY18 <u>Actual</u>	FY19 <u>Actual</u>	FY20 <u>Actual</u>	FY21 <u>Budget</u>	FY22 <u>Budget</u>
Tax Levy	3,006,887	3,728,129	3,547,511	3,692,880	3,461,937	4,279,537	1,856,769	9,339,178	3,964,718	4,309,415
Local Receipts	(404,581)	409,663	(181,241)	955,887	(381,318)	1,314,174	0	(772,359)	(3,325,387)	967,049
State Aid	1,619,308	2,053,207	369,626	767,221	688,422	456,637	664,631	2,441,392	654,851	364,536
Free Cash	1,088,544	1,841,528	(368,604)	392,922	1,101,453	313,267	(257,191)	966,407	341,606	(242,204)
Other Available Funds	0	0	150,000	0	(150,000)	300,000	(300,000)	0	200,000	0
Override Stabilization Fund							2,786,331	(2,786,331)	2,024,197	4,175,954
Total	5,310,158	8,032,527	3,517,293	5,808,909	4,720,494	6,663,615	4,750,540	9,188,287	3,859,985	9,574,750
Percent Increase	4.7%	6.7%	2.8%	4.4%	3.5%	4.7%	3.2%	6.0%	2.4%	5.8%

Percent of Total Revenue

	FY13 <u>Actual</u>	FY14 <u>Actual</u>	FY15 <u>Actual</u>	FY16 <u>Actual</u>	FY17 <u>Actual</u>	FY18 <u>Actual</u>	FY19 <u>Actual</u>	FY20 <u>Actual</u>	FY21 <u>Budget</u>	FY22 <u>Budget</u>
Tax Levy	77.6%	75.6%	76.3%	75.8%	75.7%	75.2%	74.0%	75.6%	76.2%	74.5%
Local Receipts	8.3%	8.1%	7.7%	8.1%	7.6%	8.1%	7.9%	6.9%	4.8%	5.1%
State Aid	12.6%	13.4%	13.4%	13.4%	13.4%	13.1%	13.1%	13.9%	14.0%	13.4%
Free Cash	1.3%	2.7%	2.3%	2.5%	3.2%	3.3%	3.0%	3.4%	3.6%	3.2%
Other Available Funds	0.2%	0.2%	0.3%	0.3%	0.1%	0.3%	0.1%	0.1%	0.2%	0.2%
Override Stabilization Fund	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.8%	0.0%	1.2%	3.5%
Total	100%									



PROPERTY TAX LEVY

Property tax is the primary source of revenue for virtually every Massachusetts municipality. In Arlington, property taxes represent approximately 76% of annual operating revenues. Property taxes are levied on real property (land and buildings) and personal property (equipment) used by Arlington's non-manufacturing businesses. State law mandates that communities update their property values every five years and obtain State certification that such values represent full and fair cash value. A revaluation was conducted in FY2019. Under the Provisions of Proposition 2½, property taxes, in the aggregate, may not exceed 2½% of their "full and fair cash value". This limit is known as the "levy ceiling". Annual levy increases may not exceed 2½% of the previous year's levy plus the taxes from any new or renovated property added to the tax rolls (known as new growth). Any Proposition 2½ override or debt exclusion amounts approved by voters are added to the levy limit, while all related school construction reimbursements from the State are subtracted.

Property values and new growth for FY2022 are preliminary estimates used to project the levy limit. The FY2021 levy limit was \$126,776,920. The 2½% increase allowed for FY2022 is \$3,169,423. New growth from construction not previously on the tax rolls is expected to add \$650,000 to the levy. An additional \$10,300,555 is added to the tax levy to cover the cost of debt service for projects approved by the voters as Proposition 2½ debt exclusion overrides. This budget is the second major tranche of debt repayment for the new Arlington High School. Beginning in FY2012, debt service for the Symmes Urban Renewal project was added to the tax levy. FY2022 will mark the eighth year that tax revenues from the Symmes project will completely offset the cost of debt service. As a result Symmes debt will no longer be added to the tax levy.

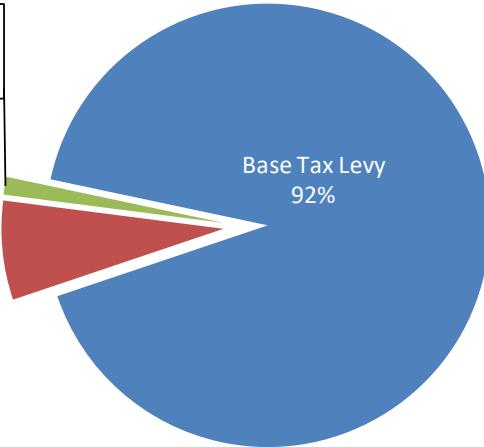
The Town has accepted the provisions of M.G.L. 59 § 21C, whereby water and sewer debt costs, including MWRA debt assessments, are transferred to the real estate taxes. The Select Board voted to eliminate the MWRA debt shift over the next three years. The FY2022 tax levy is projected to total \$142,742,625 representing an increase of \$4,502,850 (3.3%) over the FY2021 budgeted levy.

PROPERTY TAX LEVY	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	Budget Change
Base Tax Levy	113,365,141	117,355,373	126,776,920	130,596,343	3,819,423
General Override	-	5,500,000			-
Debt Exclusion Overrides					
Arlington High School		48,794	2,853,981	5,237,412	2,383,431
Dallin School	250,818	233,284	224,659	200,329	(24,330)
Gibbs School	2,144,312	2,081,975	2,023,225	1,959,600	(63,625)
Hardy School	90,985	88,435	73,080	-	(73,080)
Minuteman High School	808,578	1,112,690	1,279,014	1,610,964	331,950
Peirce School	46,072	(3,664)	(8,608)	-	8,608
Stratton School	562,475	550,875	534,375	522,975	(11,400)
Thompson School	842,958	815,450	791,675	769,275	(22,400)
Sub-total Debt Exclusions	4,746,198	4,927,839	7,771,401	10,300,555	2,529,154
Water and Sewer Debt	5,593,112	5,593,112	3,691,454	1,845,727	(1,845,727)
Total	123,704,451	133,376,324	138,239,775	142,742,625	4,502,850



PROPERTY TAX

Water & Sewer
Debt
1%



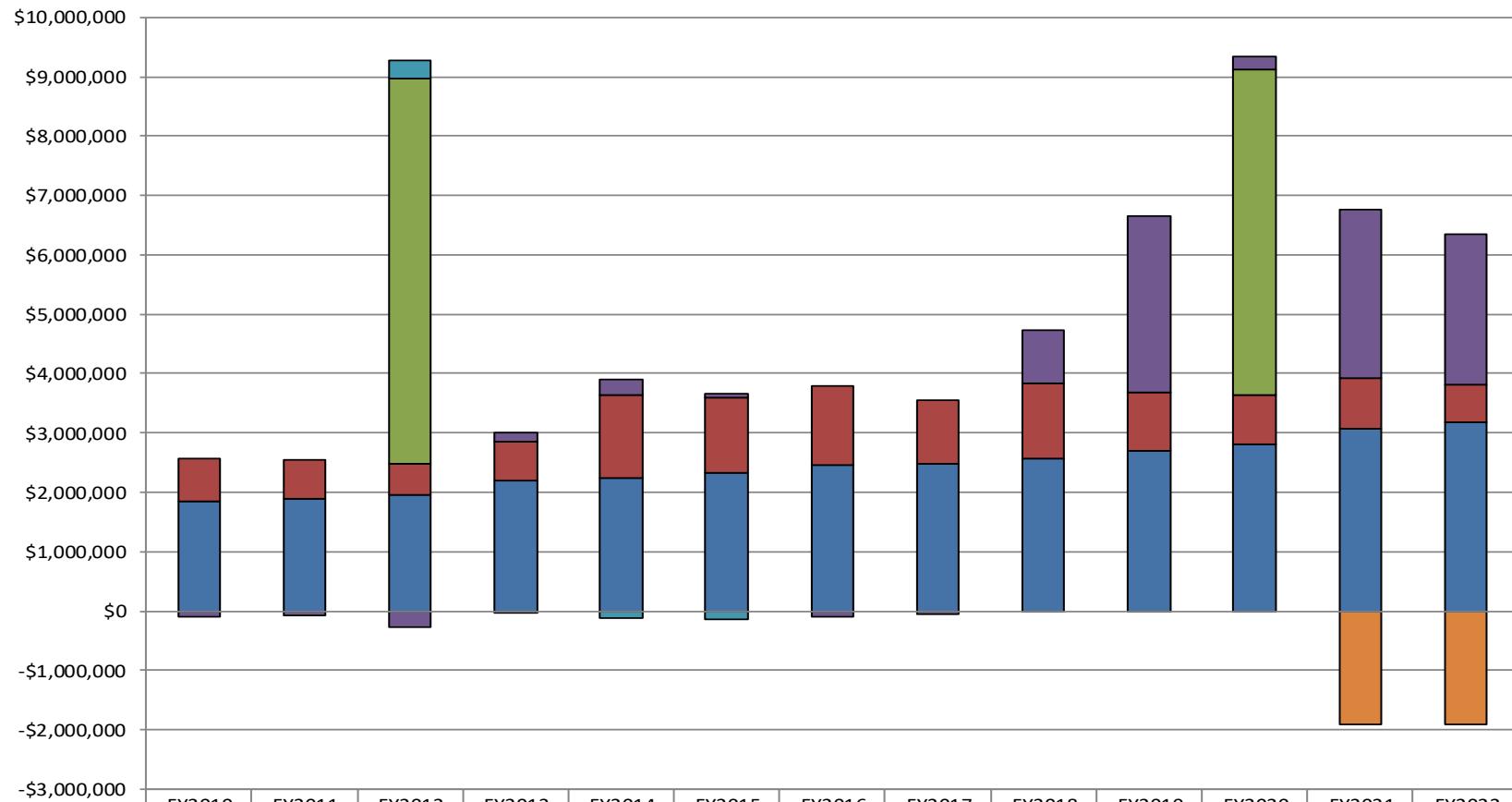
Debt
Exclusions
7%

Fiscal Year	Real Estate & Personal Property Commitments	Abatements Granted	Tax deferral Abatements (Ch 41A)	Net Tax Levy	Net Collections	% of Collections	Amount transferred into tax title	Tax Title Balance as of June 30th	Tax Possession Balance as of June 30th	Tax Deferral Balance as of June 30th
2020	133,305,155.00	431,175.26	135,687.70	132,738,292.04	133,003,248.00	100.20%	0.00	532,795.00	396,754.00	420,768.85
2019	125,795,227.91	561,391.19	78,626.32	125,155,210.40	123,961,447.41	99.05%	0.00	584,098.85	396,754.00	282,012.84
2018	117,255,201.00	316,252.00	56,925.09	116,098,972.00	117,222,582.00	100.97%	311,784.29	764,812.00	396,784.00	355,494.92
2017	114,042,281.23	316,252.00	69,741.70	113,656,287.53	113,137,357.89	99.54%	0.00	545,964.37	396,784.20	288,509.98
2016	110,511,438.41	344,808.64	50,555.38	110,116,074.39	109,675,315.38	99.60%	432,204.96	1,016,093.83	396,784.20	251,686.77
2015	105,512,757.86	343,828.94	50,661.96	105,118,266.96	104,637,861.18	99.54%	478,131.08	990,780.09	396,784.20	350,426.94
2014	101,955,275.34	323,139.16	57,609.97	101,574,526.21	101,147,224.95	99.58%	420,461.22	1,046,173.13	396,784.20	350,014.89
2013	98,200,712.05	391,307.70	55,314.74	97,754,089.61	97,319,166.14	99.56%	435,398.24	946,663.94	396,784.20	293,094.22
2012	95,185,766.56	427,191.48	47,748.92	94,710,826.16	94,287,096.98	99.56%	423,729.18	858,108.74	396,784.20	307,667.70
2011	86,093,152.50	465,825.69	51,677.04	85,575,649.77	84,199,193.25	99.56%	375,360.09	650,009.11	396,784.20	303,386.69
2010	83,612,918.72	483,555.47	61,658.71	83,067,704.54	82,652,328.29	99.50%	415,059.45	781,121.00	396,784.20	363,475.82

It is Town policy to close out all real estate and personal property commitments in the same fiscal year, except in 2017 and 2019, when such close outs were delayed one year because of the Town's conversion to new tax collection software.



COMPONENTS OF TAX LEVY INCREASE

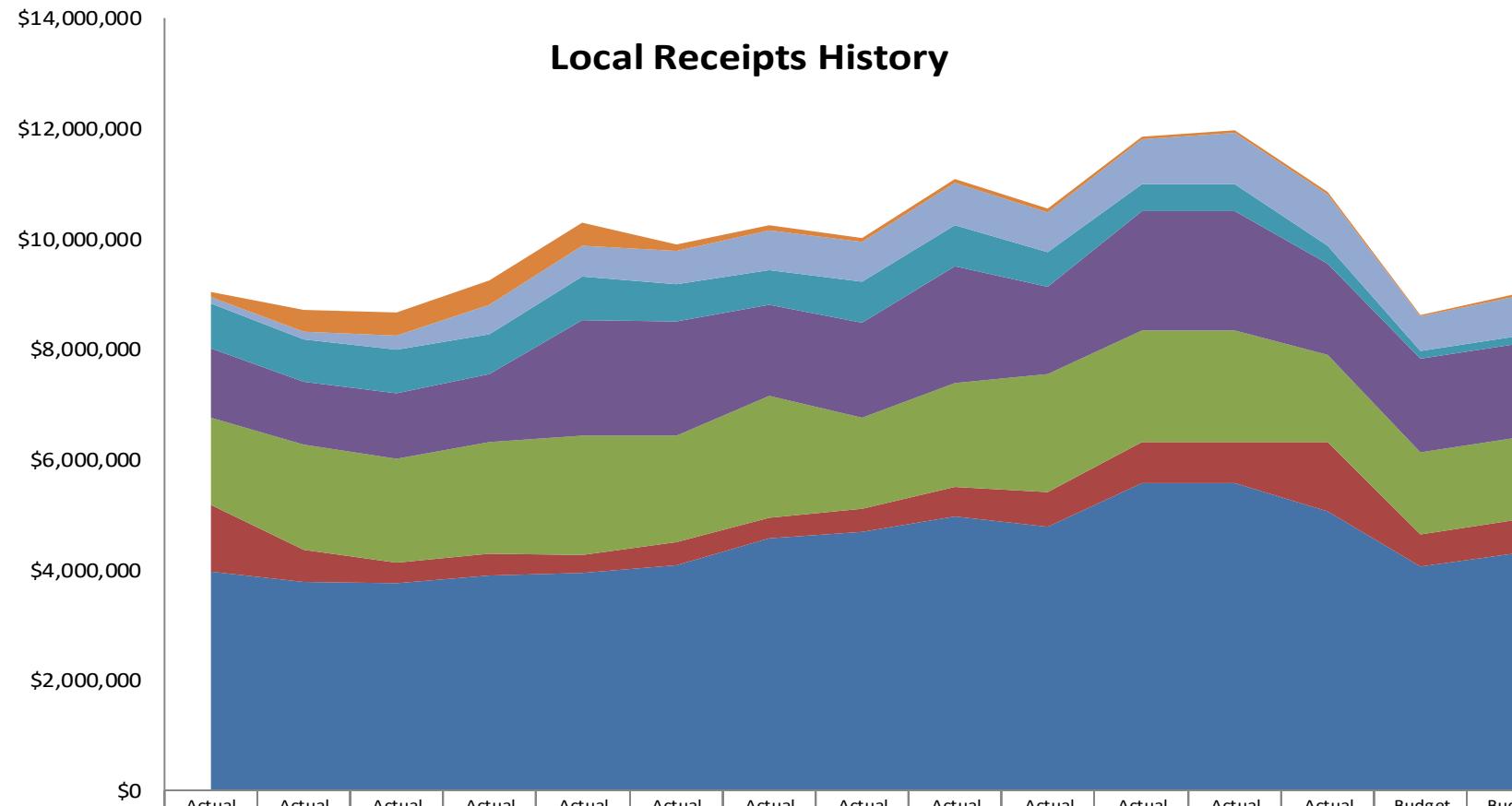




LOCAL RECEIPTS SUMMARY

Local receipts for FY2022 are adjusted to project modest increases after being dropped significantly in FY2021 to reflect the effects of the COIVD-19 pandemic. Motor Vehicle Excise tax revenue will increase by \$253,050. Hotel/Motel and Meals Taxes are expected to rebound by \$100,000. Rental Income declined in FY2021, because the Town no longer rents its Ryder St. property and instead use is as space for the Department of Public Works to use as temporary transition space during renovation of the Public Works yard.

LOCAL RECEIPTS SUMMARY	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Budget Change
Motor Vehicle Excise	5,551,687	5,049,196	4,040,800	4,293,850	253,050
Interest Income	757,355	1,253,291	596,000	596,000	-
Departmental Fees	2,031,168	1,593,410	1,479,000	1,479,000	-
Licenses and Permits	2,164,229	1,645,158	1,705,000	1,705,000	-
Rentals	476,310	337,319	142,000	142,000	-
Meals and Hotel Taxes	947,184	910,203	625,000	725,000	100,000
Other	46,933	48,242	33,000	33,000	-
Total	11,858,358	10,836,819	8,620,800	8,973,850	353,050



	Actual FY08	Actual FY09	Actual FY10	Actual FY11	Actual FY12	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Budget FY21	Budget FY22
Other	80,565	402,434	418,122	441,326	419,593	112,481	96,770	56,340	51,145	76,915	54,665	46,933	48,242	33,000	33,000
Meals and Hotel Taxes	123,522	136,490	246,210	532,896	569,131	610,223	714,039	732,609	772,433	719,112	822,944	947,184	910,203	625,000	725,000
Rentals	818,608	783,600	791,045	733,270	783,145	665,264	638,805	744,597	749,188	627,569	476,310	476,310	337,319	142,000	142,000
Licenses and Permits	1,247,073	1,134,294	1,202,871	1,219,481	2,085,368	2,064,257	1,640,443	1,719,403	2,124,973	1,597,015	2,164,229	2,164,229	1,645,158	1,705,000	1,705,000
Fees/Departmental	1,586,298	1,900,729	1,867,994	2,018,958	2,177,505	1,932,652	2,213,701	1,664,004	1,889,552	2,131,664	2,031,168	2,031,168	1,593,410	1,479,000	1,479,000
Interest Income	1,216,410	582,123	369,782	394,264	319,642	435,812	381,062	420,678	531,019	624,788	757,355	757,355	1,253,291	596,000	596,000
Motor Vehicle Excise	3,951,802	3,775,638	3,757,149	3,898,459	3,937,079	4,066,200	4,560,609	4,668,135	4,952,880	4,775,678	5,551,687	5,551,687	5,049,196	4,040,800	4,293,850



MOTOR VEHICLE EXCISE

Motor vehicle excise tax receipts are projected to rise by \$253,050 after dropping in FY2021. Although long-term trends show previous annual increases, the COVID-19 pandemic changed that, as fewer people bought or leased new cars. Excise tax commitments have been increasing year since 2012, exceeding the low in 2009. The excise rate is \$25 per thousand and is assessed on 90% of the vehicle's value in the first year, 60% in the second year, 40% in the third year, 25% in the fourth year, and 10% thereafter. The actual billings are prepared by the Registry of Motor Vehicles and then turned over to the Town for printing, distribution, and collection. There are approximately 38,000 registered vehicles in Arlington. In the chart below, Levy Year 20 is as of June 30, 2020.

Motor Vehicle Excise Collection By Fiscal Year

Levy Year	Commitments	Collections	Refunds	Net Collections	Abatements	Balance (Uncoll.)	Collection %
2020	\$ 5,251,165.00	\$ 5,264,953.75	\$ 100,625.31	\$ 5,164,328.44	\$ 158,614.32	\$ (71,777.76)	101.37%
2019	\$ 5,468,145.35	\$ 5,333,179.75	\$ 88,693.84	\$ 5,244,485.91	\$ 159,831.70	\$ 63,827.74	98.83%
2018	\$ 5,843,844.70	\$ 5,655,881.52	\$ 103,697.40	\$ 5,552,184.12	\$ 188,660.91	\$ 102,999.67	98.24%
2017	\$ 4,838,049.36	\$ 4,865,068.94	\$ 90,286.47	\$ 4,774,782.47	\$ 158,912.85	\$ (95,645.96)	101.98%
2016	\$ 5,165,749.14	\$ 5,038,846.19	\$ 85,965.27	\$ 4,952,880.92	\$ 169,326.92	\$ 43,541.30	99.16%
2015	\$ 4,867,711.40	\$ 4,768,890.38	\$ 100,755.76	\$ 4,668,134.62	\$ 521,918.86	\$ (322,342.08)	106.62%
2014	\$ 4,213,165.12	\$ 4,636,918.89	\$ 76,292.47	\$ 4,560,626.42	\$ 134,742.51	\$ (482,203.81)	111.45%
2013	\$ 4,342,665.00	\$ 4,145,705.00	\$ 80,917.00	\$ 4,064,788.00	\$ 129,537.00	\$ 148,340.00	96.58%
2012	\$ 4,077,138.00	\$ 4,021,599.00	\$ 54,950.00	\$ 3,966,649.00	\$ 71,047.00	\$ 39,442.00	99.03%
2011	\$ 3,617,140.00	\$ 3,438,728.00	\$ 35,428.00	\$ 3,403,300.00	\$ 89,485.00	\$ 124,355.00	96.56%

MOTOR VEHICLE EXCISE	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Budget Change
Motor Vehicle Excise	5,332,866	5,049,196	4,040,800	4,293,850	253,050



DEPARTMENTAL FEES

Departmental fees are projected to remain unchanged in FY2022.

The establishment of a Parking Benefits District at Town Meeting for Arlington Center means that parking meter revenue, which had been reported under Departmental Fees, has been moved to the Parking Fund and the estimate for parking violations.

In 2019, the Library Trustees implemented a new no late fines policy.

DEPARTMENTAL FEES	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Budget Change
Schools (Medicare Reimbursement)	321,779	246,721	100,000	100,000	-
Cemetery Revenue	258,375	261,025	265,000	265,000	-
Library Fees and (Fines, discontinued in 2019)	37,384	10,176	-	-	-
Town Clerk Fees	64,858	60,621	40,000	40,000	-
Parking Violations	304,528	189,500	350,000	350,000	-
Fire Alarm Renewal Fee	11,000	8,500	5,000	5,000	-
Ambulance Fees	538,195	504,626	424,000	424,000	-
Other Departmental Revenue	203,260	230,512	225,000	225,000	-
Other Department Fees	136,308	81,730	70,000	70,000	-
Total	1,875,687	1,593,410	1,479,000	1,479,000	-



INTEREST INCOME & PENALTIES

Interest Income is projected to remain unchanged. It is made up of two components: investment income and interest and penalties associated with delinquent tax payments.

Investment income can vary widely depending upon market interest rates, available cash balances, cash flows, and investment practices. Investment income dropped from a high of more than \$1.4 million in FY2007 to \$55,430 in FY2011. This is due to dramatic fluctuations in interest rates. As interest rates continue to change, the Town will monitor interest income. In recent years, notwithstanding low interest rates, the Treasurer/Collector has maximized interest income through careful investments.

INTEREST INCOME	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Budget Change
Investment Income	821,139	898,291	241,000	241,000	-
Penalties & Interest	409,449	355,000	355,000	355,000	-
Total	1,230,588	1,253,291	596,000	596,000	-



LICENSES AND PERMITS

Licenses and permits revenues for FY2022 are projected to remain stable. Building Permits generally generate the most permit revenue, but are also the most volatile, subject to fluctuation as the economy strengthens or weakens or as interest rates increase or decline. The FY2022 projection is consistent with long-term collections, excluding large, one-time permits.

Besides building permits, some of the other major categories of Licenses and Permits include parking permits and liquor licenses issued by the Select Board, and fire permit fees, which include fire alarm connection fees. All of these are expected to remain flat.

LICENSES AND PERMITS	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Budget Change
Parking Permits	189,672	112,448	115,000	115,000	-
Liquor Licenses	86,005	74,900	80,000	80,000	-
Food Licenses	9,030	6,500	7,000	7,000	-
Food Permits	14,000	14,000	16,000	16,000	-
Tobacco Permits	8,875	8,500	11,000	11,000	-
Building Inspections	1,582,137	1,388,056	1,420,000	1,420,000	-
Fire Prevention Permits	47,955	38,113	50,000	50,000	-
Marriage Licenses	5,460	2,642	6,000	6,000	-
Total	1,943,134	1,645,158	1,705,000	1,705,000	0



RENTAL INCOME

The Town derives income from the renting of several Town-owned properties including the Parmenter School, the Mt. Gilboa house, and the former Dallin Library. The Town no longer rents out the former Park and Recreation Department buildings at Ryder Street.

Overall, revenue is projected to remain unchanged.

New leases, which went into effect in FY2015, include a capital contribution which will offset future capital improvements to the buildings. Projected revenue from other properties remains unchanged.

The Parmenter School building has one tenant, the Arlington Children's Center. The front section of the building was renovated to house the Menotomy Pre-School, which moved from the Arlington High School building, while the latter is under construction.

The Ryder Street property will be used by the Department of Public Works to house some of its vehicles and programs during the next two years while the DPW Grove St. buildings are under construction.

The Dallin Library is currently leased to the Arlington Community Media, Inc. (ACMi).

RENTAL INCOME	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Budget Change
Ryder St.	194,662	170,570	-	-	-
Parmenter	251,824	87,633	73,000	73,000	-
Mt. Gilboa	14,000	34,000	24,000	24,000	-
Dallin Library	43,958	45,116	45,000	45,000	-
Total	504,444	337,319	142,000	142,000	-



OTHER LOCAL RECEIPTS

Other local receipts are projected to stay level in FY2022.

OTHER LOCAL RECEIPTS	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Budget Change
Court Fines	16,933	16,879	15,000	15,000	-
Special Assessments	4,639	5,977	-	-	-
Payments In Lieu of Taxes	25,361	25,386	18,000	18,000	-
Total	46,933	48,242	33,000	33,000	0

**Hotel and Meals Taxes**

In 2009, the Legislature gave the authority to Town Meeting to adopt optional increases to the meals and hotel taxes. At that time, only the State collected revenue from the meals tax of 5%. Cities and towns were allowed to add an additional 0.75%. The Town also collected a room occupancy tax on hotels of 4% at that time (there is only one hotel in Arlington). The State allowed cities and towns to increase the room occupancy tax by 1% to a total of 5%.

Estimates for these taxes will rise slightly in FY2022, after dropping significantly in FY2021 due to the COVID-19 pandemic.

HOTEL AND MEALS TAXES	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Budget Change
Meals Tax	467,654	457,149	300,000	350,000	50,000
Hotel Tax	479,530	453,054	325,000	375,000	50,000
Total	947,184	910,203	625,000	725,000	100,000



STATE AID SUMMARY

In January, the Governor released his budget, which included a statewide \$197.7 million increase in Chapter 70 School Aid and a \$39.5 million increase in General Government Aid. As a result Arlington was to benefit from a \$159,909 increase in Chapter 70 School Aid and a \$281,962 increase in Unrestricted General Government Aid (UGGA).

Total General Government Aid — Unrestricted General Government Aid and Veterans' Benefits reimbursements — will increase \$232,488 or 2.8%.

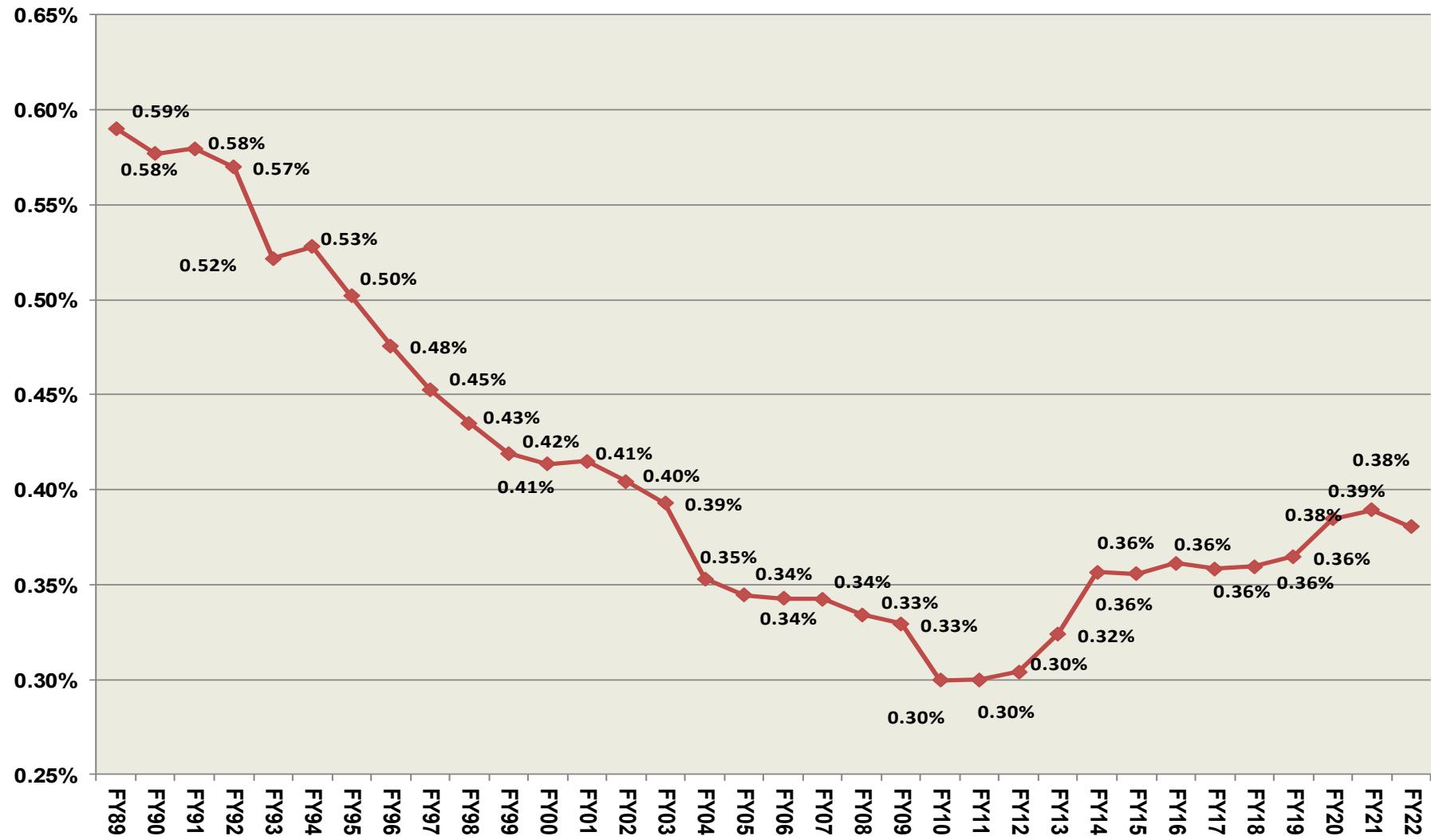
School Aid — Chapter 70 School Aid plus Charter School tuition reimbursement and exclusive of school construction aid — is projected to increase \$159,909 or 1.1%. The Governor has said he is fully funding Chapter 70 aid, however, the funding is based on enrollment figures from October 2020 that show a drop of approximately 31,000 students statewide and nearly 450 from the Town's prior year projection for FY2022.

Overall FY2022 State Aid, as used to balance the Town Meeting budget, will decrease \$111,987 to a total of \$23,500,574. This drop is accounted for largely by the end of Massachusetts School Building Authority (MSBA) reimbursements for previously issued town debt. In FY2021 the Town received the last such payment of \$476,523 for old debt service on the Peirce School construction project.

Since 1989 and the cuts to local aid across the state, Arlington has seen its share of total state aid cut by approximately 35%, from .59% to .38% (see chart on p. 41). Other, poorer communities have seen greater increases in state aid, because state aid formulas allocate more aid to low income and low wealth communities.

However, in the past decade, and in particular in the past two years because of large increases in Chapter 70 Education aid, Arlington has seen its share of state aid increase and prior to the Coronavirus pandemic was on tract to achieve near parity with statewide increases in state aid. However, again in FY2022 Arlington's increase is smaller than the overall increase in State Aid and the gap has widened. (See the cumulative year-to-year increases and decreases since FY2002 in the chart on p. 42).

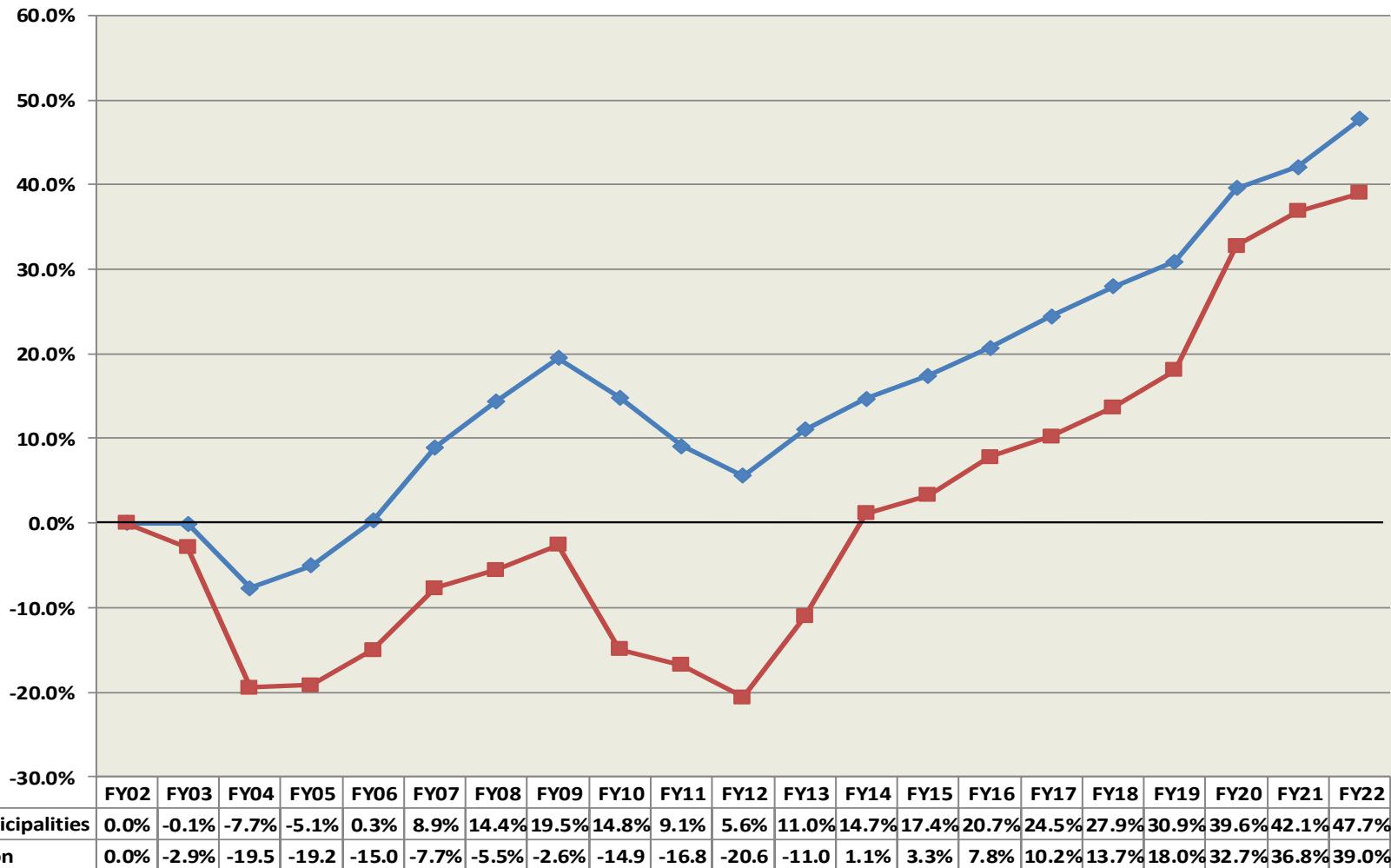
STATE AID SUMMARY	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Budget Change
Gen Government Aid	8,039,054	8,262,731	8,269,485	8,501,973	232,488
School Aid	11,712,431	14,033,632	14,652,644	14,812,553	159,909
School Construction	476,523	476,523	476,523	0	(476,523)
Tax Exemptions	150,747	125,356	142,386	114,525	(27,861)
Cherry Sheet Offsets	57,029	59,468	71,523	71,523	0
Total	20,435,784	22,957,710	23,612,561	23,500,574	(111,987)

**Arlington's Percent of Total State Aid**



State Aid Cumulative Year-to-Year Percent Change Since Fiscal Year 2002

(Numbers Exclude School Construction and METCO Reimbursements)





GENERAL GOVERNMENT

Unrestricted General Government Aid (UGGA)

In FY2021 UGGA is expected to increase \$281,962 or 3.5% to \$8,338,017. This aligns with the increase of 3.5% forecasted for State revenue by the Consensus Revenue Figure agreed upon by the Governor and the Legislature.

As historical background, in FY2010, the Additional Assistance category was combined with Lottery Aid under a new category called Unrestricted General Government Aid. Between these two aid categories, Arlington received in excess of \$9.4 million in FY2008. While this account is increasing in FY2022, the Town has experienced a reduction in this aid of approximately \$1.2 million since FY2008.

Veterans' Benefits

Chapter 115, Section 6, calls for the reimbursement to cities and towns of the costs of providing assistance to veterans and their dependents. Benefits paid out in accordance with state guidelines are eligible for 75% reimbursement. For FY2022 the assumed Cherry Sheet estimate is \$163,956, a decrease from the previous year, which reflects a stable population of veterans filing benefits claims and consistent efforts by the Town's Veterans' Service Agent to secure VA and other federal benefits for eligible veterans.

GENERAL GOVERNMENT	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Budget Change
Unrestricted General Government Aid	7,844,260	8,056,055	8,056,055	8,338,017	281,962
Veterans' Benefits	194,794	206,676	213,430	163,956	(49,474)
Total	8,039,054	8,262,731	8,269,485	8,501,973	232,488



SCHOOL AID

School Aid- Chapter 70

The Governor's proposed total statewide education funding in FY2022, exclusive of regional schools, is \$4.7 billion, an increase of \$181 million, or 4%. Of this amount, Arlington is to receive \$14,741,108, an increase of \$175,080 or 1.2%.

The Chapter 70 distribution formula calculates a Foundation Budget, the estimated cost to educate all students in each school district across the state, and funds a percentage of that budget, depending upon a number of factors, including community income levels, property wealth, and municipal contributions to the school budget. For those communities determined to be relatively wealthy, such as Arlington, the State will fund a maximum 17.5% of the school district's foundation budget. Communities that are less affluent receive significantly more than the 17.5% minimum. The Foundation Aid formula contained in the 2019 Student Opportunity Act better accounts for the School Department's rising enrollment and costs (such as providing health insurance to teachers and staff and educating English Language Learners, economically disadvantaged students, and students receiving special education services). Arlington benefited from this change FY2020 and FY2021. In FY2022, however, the Governor's budget does not account for aid for the school population that is likely to attend Arlington schools next year, rather it is allocated based on the October 2020 enrollment, which was below the Town's previous forecasts by nearly 450 students due to the COVID-19 pandemic.

Charter School Tuition Assessment Reimbursement

General Laws Chapter 71, Section 89 (nn) mandates that the State assess a municipality or regional school district for the costs associated with pupils attending a Charter School district and reimburse sending districts for the tuition they pay to Commonwealth charter schools. Municipalities and school districts are reimbursed for this assessment based on a funding schedule that is supposed to follow a pattern of in year one, an amount equal to 100% of the assessment; in years two through six, an amount equal to 25% of the assessment, after year six, no reimbursement. This reimbursement is subject to appropriation. If the account is not fully-funded, then the reimbursement is pro-rated. The Student Opportunity Act increased funding for Charter School Tuition Reimbursements, with a goal of reaching full funding over three years, starting in FY2021. Based on the revised assumption, in FY2021 the Town will receive \$71,445, a decrease of \$15,171.

SCHOOL AID	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Budget Change
Chapter 70 School Aid	11,685,389	13,979,327	14,566,028	14,741,108	175,080
Charter School Tuition Reimbursement	27,042	54,305	86,616	71,445	(15,171)
Total	11,712,431	14,033,632	14,652,644	14,812,553	159,909

**SCHOOL CONSTRUCTION AID**

The school construction aid the Town currently receives is for projects completed under an old State school building assistance program, the SBA program under which cities and towns borrowed the full amount of debt for a school building project and the state reimbursed the cities and towns for its share of the project. In 2004, the Governor signed Chapter 210 of the Act of 2004, which made substantial changes to the School Building Assistance (SBA) Program. This legislation (Ch. 208) transferred responsibility for the School Building Assistance Program from the Department of Education to the Massachusetts School Building Authority (MSBA), operating under the Office of the State Treasurer. The authority is a new and independent governing body comprised of seven members. The reform legislation dedicates one cent of the state sales tax to the new off-budget school building trust. This is projected to be \$858 million in 2019. Funding is no longer subject to an annual appropriation from the Legislature and approval of the Governor, allowing MSBA to prepay its share of project expenses. This streamlined process saves local communities millions in avoided interest costs and provides greater cash flow.

The Peirce School project was the last school project to receive reimbursement under the old SBA process. For FY21 the reimbursement was \$476,523. The last construction aid payments for the Peirce School occur in FY2021, the same year of the last Arlington bond payment for the construction project.

SCHOOL AID	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Budget Change
School Construction Aid	476,523	476,523	476,523	0	(476,523)



TAX EXEMPTION AID

There are several categories of property tax exemptions for which the State provides a partial reimbursement to municipalities. For FY2022, Arlington's reimbursements are expected to decrease \$27,861 to a total of \$114,525. Veterans, blind persons, surviving spouses, and elderly who meet exemption requirements are eligible. Elderly persons (at least 65 years of age) who meet certain whole estate or total assets, annual income, and residency requirements, are eligible for an exemption. The number of exemptions granted is multiplied by the statutory reimbursement of \$500, subject to appropriation. However, if a municipality has adopted Clause 41B or 41C (Arlington has adopted this section which increases exemption amount to \$1,300), the number of exemptions for which it is reimbursed cannot exceed the number reimbursed in the most recent year under Clause 41. In addition, municipalities that have adopted Clause 41B or 41C will be reimbursed for additional costs incurred in determining eligibility of applicants under these clauses in an amount not to exceed two dollars per exemption granted. For property tax exemptions granted to qualifying veterans, blind persons, surviving spouses, and elderly persons, the exemption and reimbursement amounts are as follows:

- Surviving spouses, minor children, elderly persons:
 - Clause 17 - \$175, full reimbursement
 - Clauses 17C, 17C^{1/2}, 17D - \$227.50, reimbursement cannot exceed the amount reimbursed on Clause 17.
- Veterans:
 - Clause 22(a-f) - \$520 exempted, \$225 reimbursed
 - Paraplegic veterans, surviving spouses:
 - Full amount, 100% minus \$175 reimbursed (§8A)
 - Veterans, loss of one arm, foot, or eye:
 - Clause 22A - \$975 exempted, \$575 reimbursed
 - Veterans, loss of two arms, two feet, one arm and one leg, or loss of sight:
 - Clause 22B - \$1,625 exempted, \$1,075 reimbursed
 - Veterans, special adapted housing:
 - Clause 22C - \$1,950 exempted, \$1,325 reimbursed
 - Veterans, surviving spouses of service members who died in combat zone or who are missing in action and presumed dead due to combat:
 - Clause 22D - 100% exempted- 1st five years of exemption, \$2,500 thereafter
 - Veterans, 100 percent disability:
 - Clause 22E - \$1,300 exempted, \$825 reimbursed
 - Blind persons:
 - Clause 37A - \$650 exempted, \$87.50 reimbursed

TAX EXEMPTION AID	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Budget Change
Tax Exemption Aid	150,747	125,356	142,386	114,525	(27,861)



CHERRY SHEET OFFSETS

Included in the estimated amount of aid to be received from the State are grant funds for libraries. These grants are reserved for direct expenditure by the departments and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State Aid estimate is also included in the non-appropriated expense section as offsetting debits.

The Town has traditionally received two such annual grants — one for the school lunch and one for public libraries. In FY2016, the State started to account for the school lunch program differently and it is no longer be reflected on the Cherry Sheet.

The library grant is actually three separate grants — the Library Incentive Grant (LIG), Municipal Equalization Grant (MEG) and the Nonresident Circulation Offset (NRC). In FY2022, assistance to libraries is expected to remain unchanged at \$71,523. The three funding formulas to determine amounts for each municipality are as follows:

1. The Library Incentive Grant (LIG) is distributed to municipalities as follows:
 - a. Population under 2,500: an amount equal to the amount appropriated for free public library service in the preceding year; distribution not to exceed \$1,250.
 - b. Population of 2,500 or over: up to \$.50 per capita, provided that at least \$1,250 was appropriated for public library service in the preceding year.
2. The Municipal Equalization Grant (MEG) distributes the balance in the LIG/MEG account according to the lottery formula so that municipalities with lower property values receive proportionately more aid than those with greater property values.
3. The Nonresident Circulation Offset (NRC) is distributed annually by the Board of Library Commissioners, based upon each community's share of the total Statewide-circulated items.

The Board of Library Commissioners measures compliance with all requirements before voting to certify or deny applicants for grant payments. To qualify for funding, certain requirements must be met and the municipal Library Director must submit an application to the Board of Library Commissioners each year. Requirements include:

- The city or town's appropriation to operate the public libraries must be equal to or greater than 102.5% of the average of the 3 preceding years' appropriations for free public library service. The Board of Library Commissioners may grant waivers of this requirement to a limited number of municipalities.
- The library must have complied with the minimum standards for free public library service in the preceding year. There are minimum standards in such areas as library director's education, number of hours open, and expenditures for library materials. The library must submit annual report data as specified by the Board of Library Commissioners.

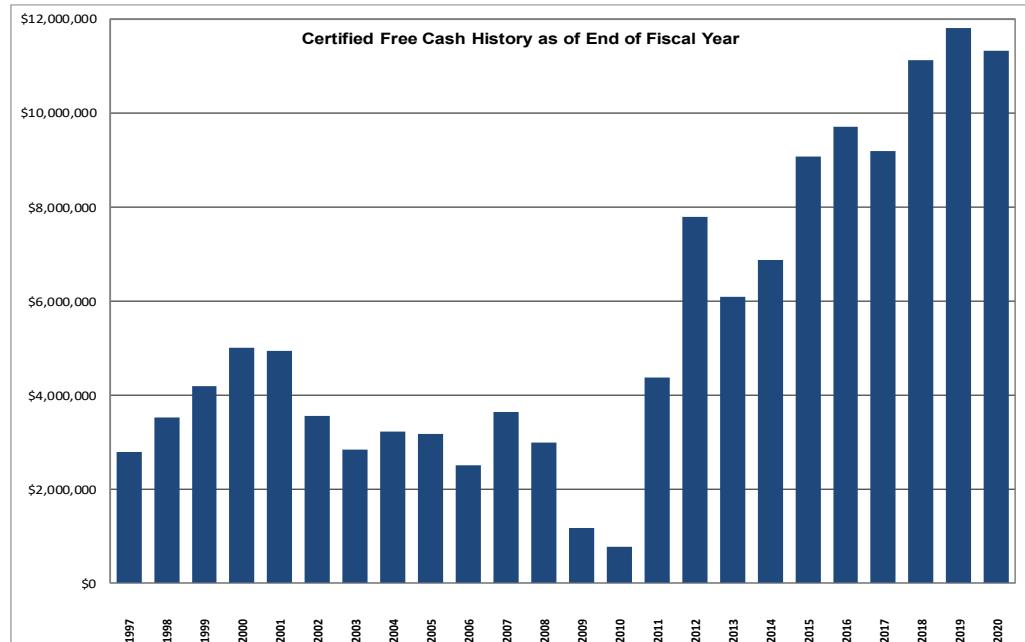
CHERRY SHEET OFFSETS	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Budget Change
Libraries	57,029	59,468	71,523	71,523	0
Total	57,029	59,468	71,523	71,523	0



FREE CASH

Free Cash, which is certified as of July 1 each year by the Commonwealth's Department of Revenue (DOR), represents the portion of General Fund surplus revenue that is unrestricted and available for appropriation. These funds, once certified, may be used to support supplemental appropriations during the year: to support the ensuing fiscal year's budget, to reduce the tax levy, or to serve as emergency reserves. Free Cash is generated when the actual operating results compare favorably with the budget, such as when actual revenues exceed the original estimates and/ or when actual expenditures are less than amounts that were appropriated. It is also affected by increases or decreases in uncollected property taxes, deficits in non- General Fund funds, and any other legally incurred operating deficits, such as snow removal overdrafts.

The Town's free cash balance as of June 30, 2020 was \$11,318,368. In accordance with Town policy, Arlington can appropriate up to 50% of the free cash balance towards the next fiscal year's budget. It is recommended that \$5,659,184 or 50% of the existing balance, be appropriated toward the FY2022 budget.



FREE CASH	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Budget Change
Free Cash Appropriated	4,593.375	5,559.782	5,901.388	5,659.184	(242,204)



OTHER REVENUE

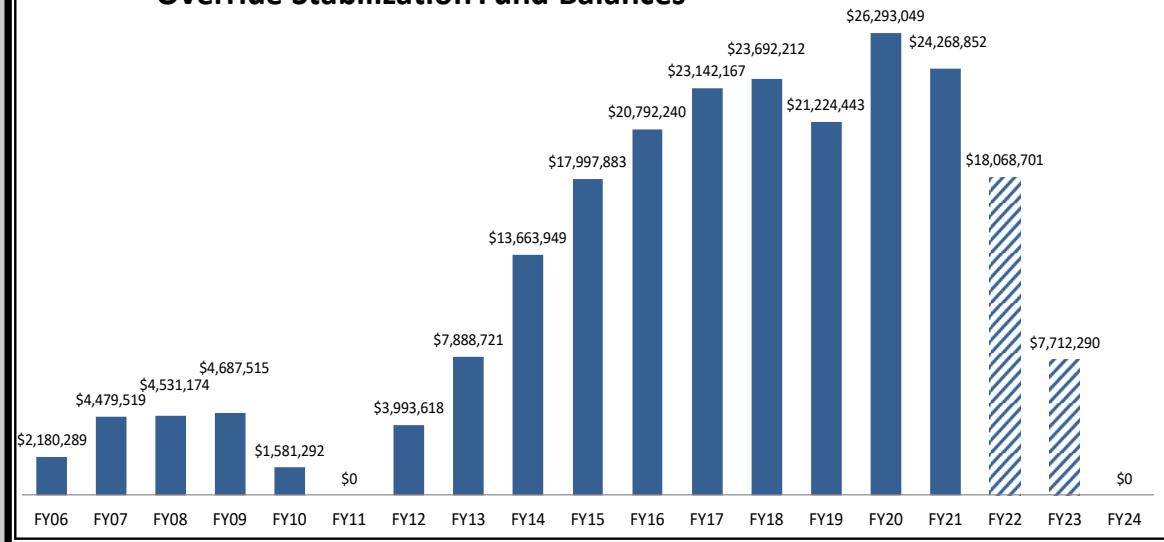
Overlay Surplus

The Tax Abatement Overlay Reserve Surplus comes from funds set aside each year for property tax abatements and exemptions. Any funds remaining in the accounts that are no longer needed are declared surplus by the Board of Assessors and are made available for appropriation. For FY2022, the Board of Assessors has declared \$400,000 as surplus for operating costs, the same as the previous year.

Override Stabilization Fund

The Override Stabilization Fund was created as a result of the 2005 Proposition 2½ Override. The five-year Long Range Plan developed at that time projected that the first two years would have surplus funds to be put in an Override Stabilization Fund, the third year there would be no surplus, and the last two years the surplus funds would be drawn down to balance the budget. As a result of tight budget controls, there was no need to make any drawdown from the fund until the fifth year, FY2010, when \$2,742,376 was withdrawn. The remaining balance in the fund, of \$1,580,000, was appropriated in FY2011, the sixth year. Since the Override of 2011, \$23,692,212 was put into the Fund, until FY2019, when money was again withdrawn prior to the June 2019 Override. The FY2022 takes \$6,200,151 from the fund. The Fund is projected to last until FY2024.

Override Stabilization Fund Balances



OTHER REVENUE	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Budget Change
Overlay Surplus	200,000	2,700,000	400,000	400,000	-
Override Stabilization Fund	2,786,331	0	2,024,197	6,200,151	4,175,954
Total	2,986,331	2,700,000	2,424,197	6,600,151	4,175,954



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SECTION III

BUDGET SUMMARIES



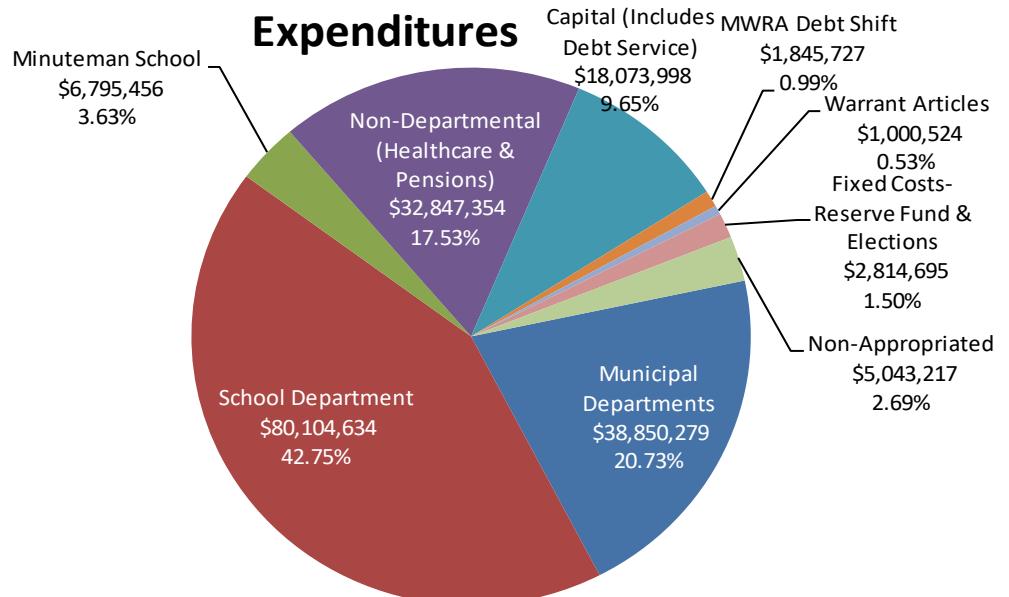
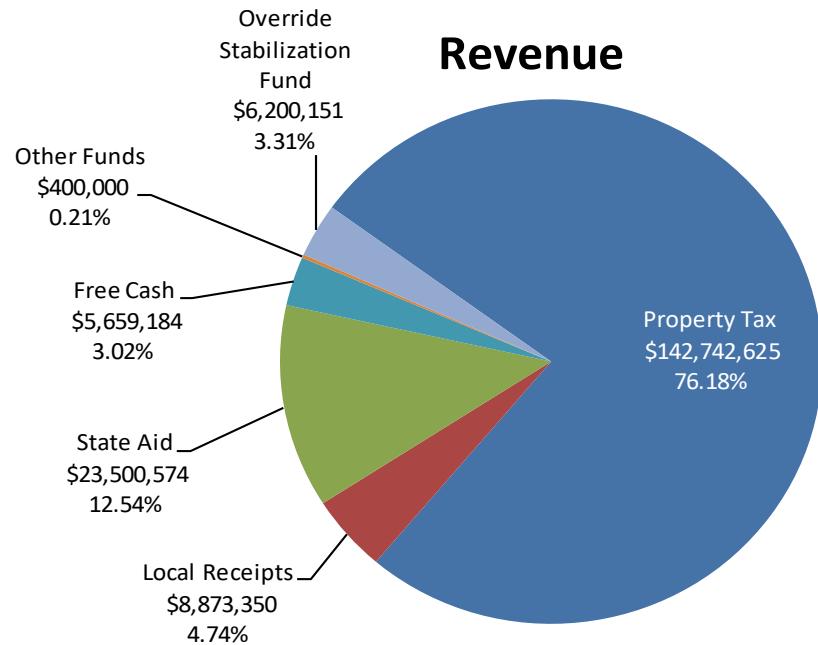
Overall General Fund Budget Summary

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Change \$	Change %
Revenue						
Property Tax	\$ 124,010,977	\$ 133,350,155	\$ 138,199,500	\$ 142,742,625	\$ 4,543,125	3.3%
Local Receipts	\$ 12,261,981	\$ 11,231,688	\$ 7,906,301	\$ 8,873,350	\$ 967,049	12.2%
State Aid	\$ 20,039,795	\$ 22,481,187	\$ 23,136,038	\$ 23,500,574	\$ 364,536	1.6%
School Construction Aid	\$ 476,523	\$ 476,523	\$ 476,523	\$ -	\$ (476,523)	-100.0%
Free Cash	\$ 4,593,375	\$ 5,559,782	\$ 5,901,388	\$ 5,659,184	\$ (242,204)	-4.1%
Other Funds	\$ 200,000	\$ 200,000	\$ 400,000	\$ 400,000	\$ -	0.0%
Override Stabilization Fund	\$ 2,786,331	\$ -	\$ 2,024,197	\$ 6,200,151	\$ 4,175,954	206.3%
TOTAL TAXES, FEES, AID, AND OTHER SOURCES	\$ 164,368,982	\$ 173,299,335	\$ 178,043,947	\$ 187,375,884	\$ 9,331,937	5.24%
Transfers in (Offsets)	\$ 2,490,562	\$ 2,580,233	\$ 2,642,197	\$ 2,916,046	\$ 273,849	10.4%
TOTAL REVENUES	\$ 166,859,544	\$ 175,879,568	\$ 180,686,144	\$ 190,291,930	\$ 9,605,786	5.3%
Expenditures						
<i>Municipal Departments Appropriations</i>	\$ 35,838,908	\$ 36,504,171	\$ 40,516,044	\$ 41,766,325	\$ 1,250,281	5.4%
<i>Offsets and Indirect Costs</i>	\$ (2,490,562)	\$ (2,580,233)	\$ (2,642,197)	\$ (2,916,046)	\$ (273,849)	-10.4%
Municipal Departments (Taxation Total)	\$ 33,348,255	\$ 33,923,938	\$ 37,873,847	\$ 38,850,279	\$ 976,432	2.6%
School Department	\$ 66,253,022	\$ 71,427,139	\$ 75,570,531	\$ 80,104,634	\$ 4,534,103	6.0%
Minuteman School	\$ 4,936,724	\$ 5,384,690	\$ 6,113,371	\$ 6,795,456	\$ 682,085	33.2%
Non-Departmental (Healthcare & Pensions)	\$ 27,023,413	\$ 28,883,116	\$ 30,780,027	\$ 32,847,354	\$ 2,067,327	13.2%
Capital (Includes Debt Service)	\$ 12,857,157	\$ 13,196,044	\$ 16,253,328	\$ 18,073,998	\$ 1,820,670	11.2%
MWRA Debt Shift	\$ 5,593,112	\$ 5,593,112	\$ 3,691,454	\$ 1,845,727	\$ (1,845,727)	-50.0%
Warrant Articles	\$ 1,085,194	\$ 1,063,174	\$ 1,015,999	\$ 1,000,524	\$ (15,475)	-1.5%
Reserve Fund & Elections	\$ -	\$ -	\$ 1,556,724	\$ 2,814,695	\$ 1,257,971	80.8%
Override Stabilization Fund Deposit	\$ -	\$ 2,174,510	\$ -	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 151,096,877	\$ 161,645,723	\$ 172,855,281	\$ 182,332,667	\$ 9,477,386	5.5%
Non-Appropriated Expenses	\$ 5,282,659	\$ 4,986,098	\$ 5,188,666	\$ 5,043,217	\$ (145,449)	-2.8%
Surplus / (Deficit)	\$ 7,989,446	\$ 6,667,514	\$ -	\$ -	\$ -	0.0%



Fiscal Year 2022

Total \$187,636,637





DEPARTMENT	Fiscal Year 2021					Fiscal Year 2022						
	PERSONNEL SERVICES	EXPENSES	Appropriation Total	Enterprise Fund or other offsets	General Fund Total	PERSONNEL SERVICES	EXPENSES	Appropriation Total	Enterprise Fund or other offsets	General Fund Total	Dollar Difference	Percent Difference
FINANCE COMMITTEE	8,201	2,500	10,701	-	10,701	8,201	4,120	12,321	-	12,321	1,620	15.1%
SELECT BOARD	304,499	100,550	405,049	(30,337)	374,712	307,359	100,550	407,909	(34,812)	373,097	(1,615)	-0.4%
TOWN MANAGER	900,493	55,200	955,693	(204,347)	751,346	910,850	63,552	974,402	(226,183)	748,219	(3,127)	-0.4%
HUMAN RESOURCES	326,741	56,450	383,191	(17,532)	365,659	326,741	56,450	383,191	(18,495)	364,696	(963)	-0.3%
COMPTROLLER	349,389	27,600	376,989	(30,990)	345,999	349,230	27,600	376,830	(31,529)	345,301	(698)	-0.2%
TREASURER	664,314	166,663	830,977	(116,401)	714,576	672,516	166,663	839,179	(115,423)	723,756	9,180	1.3%
POSTAGE	33,847	190,883	224,730	(38,761)	185,969	33,847	190,883	224,730	(38,861)	185,869	(100)	-0.1%
ASSESSORS	308,615	33,248	341,863	-	341,863	311,837	33,248	345,085	-	345,085	3,222	0.9%
INFORMATION TECHNOLOGY	703,264	563,003	1,266,267	(200,940)	1,065,327	698,926	634,213	1,333,139	(229,328)	1,103,811	38,484	3.6%
LEGAL	467,157	136,665	603,822	(117,651)	486,171	450,314	136,665	586,979	(115,788)	471,191	(14,980)	-3.1%
TOWN CLERK	238,959	29,260	268,219	-	268,219	241,716	29,260	270,976	-	270,976	2,757	1.0%
REGISTRARS	59,562	13,250	72,812	-	72,812	59,762	13,250	73,012	-	73,012	200	0.3%
PARKING	74,352	20,780	95,132	(37,176)	57,956	74,552	20,780	95,332	(37,276)	58,056	100	0.2%
PLANNING & COMM.DEVLOPEMENT	678,337	27,821	706,158	(109,619)	596,539	699,731	27,821	727,552	(109,879)	617,673	21,134	3.5%
REDEVELOPMENT	-	10,800	10,800	-	10,800	-	10,800	10,800	-	10,800	-	0.0%
ZONING BOARD OF APPEALS	22,834	10,100	32,934	-	32,934	22,834	10,300	33,134	-	33,134	200	0.6%
PUBLIC WORKS	4,384,308	7,059,340	11,443,648	(1,328,987)	10,114,661	4,387,977	7,109,288	11,497,265	(1,371,943)	10,125,322	10,661	0.1%
FACILITIES	489,787	425,044	914,831	(106,133)	808,698	496,263	425,044	921,307	(108,458)	812,849	4,151	0.5%
POLICE	7,804,505	714,070	8,518,575	(66,827)	8,451,748	7,832,769	754,050	8,586,819	(67,384)	8,519,435	67,687	0.8%
FIRE	7,545,625	420,400	7,966,025	(211,296)	7,754,729	7,509,178	437,400	7,946,578	(211,296)	7,735,282	(19,447)	-0.3%
INSPECTIONS	519,048	15,200	534,248	-	534,248	527,414	15,200	542,614	-	542,614	8,366	1.6%
LIBRARIES	2,048,445	538,880	2,587,325	(25,200)	2,562,125	2,115,964	538,880	2,654,844	(25,200)	2,629,644	67,519	2.6%
HUMAN SERVICES												
HEALTH & HUMAN SERVICES	526,363	145,200	671,563	-	671,563	742,757	190,900	933,657	(122,640)	811,017	139,454	20.8%
VETERANS' SERVICES	75,728	305,268	380,996	-	380,996	75,728	251,268	326,996	-	326,996	(54,000)	-14.2%
COUNCIL ON AGING	320,225	66,200	386,425		386,425	379,599	64,800	444,399	(51,551)	392,848	6,423	1.7%
DIVERSITY, EQUITY, INCLUSION	72,263	8,000	80,263	-	80,263	101,561	38,000	139,561	-	139,561	59,298	73.9%
YOUTH SERVICES & COA		170,000	170,000		170,000		170,000	170,000	-	170,000	-	0.0%
COLLECTIVE BARGAINING	251,000		251,000		251,000	907,714	-	907,714	-	907,714	656,714	261.6%
MUNICIPAL DEPTS.	29,177,861	11,312,375	40,490,236	(2,642,197)	37,848,039	30,245,340	11,520,985	41,766,325	(2,916,046)	38,850,279	1,002,240	2.65%
RESERVE FUND		1,556,724	1,556,724		1,556,724	-	2,814,695	2,814,695	-	2,814,695	1,257,971	80.8%
ELECTIONS	161,191	24,820	186,011		186,011	49,333	23,610	72,943	-	72,943	(113,068)	-60.8%
FIXED COSTS	161,191	1,581,544	1,742,735	-	1,742,735	49,333	2,838,305	2,887,638	-	2,887,638	1,144,903	65.7%
EDUCATION	75,570,531		75,570,531		75,570,531	80,104,634		80,104,634		80,104,634	4,534,103	6.0%
N.C. PENSIONS		18,468	18,468		18,468		18,468	18,468	-	18,468	-	0.0%
C. PENSIONS		13,246,911	13,246,911	(1,344,140)	11,902,771		14,041,927	14,041,927	(1,425,766)	12,616,161	713,390	6.0%
INSURANCE		19,587,502	19,587,502	(728,714)	18,858,788		21,007,349	21,007,349	(794,624)	20,212,725	1,353,937	7.2%
GRAND TOTAL	104,909,583	45,746,800	150,656,383	(4,715,051)	145,941,332	110,399,307	49,427,034	159,826,341	(5,136,436)	154,689,905	8,748,573	6.0%



SUMMARY OF 2022 INCREASES/DECREASES (Totals include Offset changes)

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Finance Committee	\$ 1,620 15.14%	\$ 1,620 Otherwise Unclassified
Select Board	\$ (1,615) -0.54%	\$ 3,660 Salaries and Wages \$ (800) Decrease in Longevity \$ 1,000 Increase in Telephone Expenses \$ (1,000) Decrease in Office Supplies \$ (4,475) Increase in W/S Offset
Town Manager	\$ (3,127) -0.42%	\$ 7,953 Salaries and Wages \$ 2,257 Increase in Longevity \$ 147 Increase in Other Benefits \$ 8,352 Increase in Website Support Services \$ (21,836) Increase in W/S and CPA Offsets
Human Resources	\$ (963) -0.26%	\$ (963) Increase in W/S Offset
Comptroller	\$ (698) -0.20%	\$ (160) Salaries and Wages \$ 1 Increase in Longevity \$ 750 Increase in Telephone: Expenses \$ 100 Increase in Office Supplies \$ (500) Decrease in Other Supplies \$ (350) Decrease in Other Purchased Services \$ (539) Increase in W/S Offset
Treasurer-Collector	\$ 9,180 1.28%	\$ 14,482 Salaries and Wages \$ (5,000) Decrease in Overtime \$ (2,000) Decrease in Deputy Tax Collector Wages \$ 720 Increase in Longevity \$ (1,000) Decrease in Out-of-State Travel \$ 3,000 Increase in Training \$ (2,000) Decrease in Other Supplies \$ 978 Decrease in W/S Offset



SUMMARY OF 2022 INCREASES/DECREASES

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Postage	\$ (100) -0.05%	\$ (100) Increase in W/S Offset
Board of Assessors	\$ 3,222 0.94%	\$ 2,702 Salaries and Wages \$ 520 Increase in Longevity
Information Technology	\$ 38,484 3.61%	\$ (1,664) Salaries and Wages \$ (2,674) Decrease in Longevity \$ 61,210 Increase in Software Maintenance \$ 10,000 Increase in Munis Software Support \$ (28,388) Increase in W/S Offset
Legal	\$ (14,980) -3.08%	\$ (16,863) Salaries and Wages \$ 20 Increase in Longevity \$ 1,863 Decrease to W/S Offset
Town Clerk	\$ 2,757 1.03%	\$ 2,757 Salaries and Wages
Registrars	\$ 200 0.27%	\$ 200 Increase in Longevity
Parking	\$ 100 0.17%	\$ (500) Salaries and Wages \$ 700 Increase in Longevity \$ (100) Increase in Offset



SUMMARY OF 2022 INCREASES/DECREASES

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Planning & Comm. Development	\$ 21,134 3.54%	\$ 19,601 Salaries and Wages \$ 1,793 Increase in Longevity \$ 2,000 Increase in Auto Allowance \$ (2,000) Decrease in Dues/Subscriptions \$ (260) Increase in Offsets
Zoning Board of Appeals	\$ 200 0.61%	\$ 200 Increase in Office Supplies
Public Works	\$ 10,661 0.11%	\$ 9,244 Natural Resources Salaries & Wages \$ (3,799) Engineering Salaries & Wages \$ (3,907) Engineering Decreased Expenses \$ (9,843) Engineering Increase in Offset \$ (15,546) Admin Salaries & Wages \$ (20,751) Admin Increase in Offset \$ 8,177 Highway Salaries & Wages \$ 15,000 Highway Increased Expenses \$ (11,252) Highway Increase in Offset \$ 2,414 MER Salaries & Wages \$ (1,110) MER Increase Offset \$ 38,855 Solid Waste Increased Expenses \$ 3,179 Cemetery Salaries & Wages
Facilities	\$ 4,151 0.51%	\$ 6,276 Salaries and Wages \$ 200 Increase in Longevity \$ 15,000 Increase in Professional Maintenance \$ 5,000 Increase in Electricity \$ 5,000 Increase in Natural Gas \$ (15,000) Decrease in Repair and Maintenance \$ (10,000) Decrease in Professional Services \$ (2,325) Increase in W/S Offset



SUMMARY OF 2022 INCREASES/DECREASES

Police	\$	67,687 0.80%	\$ (8,091) Salaries and Wages \$ 29,725 Increase in Overtime \$ 3,600 Increase in Clothing Allowance \$ 3,030 Increase in Longevity \$ 43,580 Increase in Equipment \$ 1,000 Increase in In-State Travel \$ 500 Increase in Laundry Service \$ 12,000 Increase Other Purchased Services \$ (3,600) Decrease in Uniform Allowance \$ 1,500 Increase in Honor Guard \$ (13,750) Decrease in Teleprocessing \$ 3,000 Increase Supplies: Other \$ (1,500) Decrease in Supplies: Photographic \$ (1,500) Decrease in Reps & Maint: Radio Freque \$ (1,000) Decrease in Maint. Police & Fire Syste \$ (250) Decrease in Aux Support Services \$ (557) Increased Parking Fund Offset
Fire	\$	(19,447) -0.25%	\$ (26,731) Salaries and Wages \$ 136 Increase in School Credit \$ 75 Increase in EMT/Defibrillator Pay \$ (7,527) Decrease in Longevity \$ (2,400) Decrease in Stipends \$ 17,000 Increase in Computer Maintenance \$ 5,100 Increase in Office Supplies \$ (5,100) Decrease in Otherwise Unclassified
Inspectional Services	\$	8,366 1.57%	\$ 7,217 Salaries and Wages \$ 1,149 Increase in Longevity
Libraries	\$	67,519 2.61%	\$ 66,447 Salaries and Wages \$ 1,072 Increase in Longevity



SUMMARY OF 2022 INCREASES/DECREASES

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Health and Human Services	\$ 139,454 20.77%	\$ 215,094 Salaries and Wages \$ 1,300 Increase in Auto Allowance \$ 10,000 Increase in Rental of Buildings \$ (1,300) Decrease in In-State Travel \$ 37,000 Increase in Contracted Services \$ (122,640) Increase in Offsets
Veterans' Services	\$ (54,000) -14.17%	\$ 1,000 Increase in Office Supplies \$ 5,000 Increase in Signs \$ (60,000) Decrease in Veterans' Aid & Assistance
Council on Aging	\$ 6,423 1.66%	\$ 57,274 Salaries and Wages \$ 700 Increase in Longevity \$ 1,400 Increase in Auto Allowance \$ (1,400) Decrease in In-State Travel \$ (51,551) Increase in Offsets
Diversity, Equity, Inclusion	\$ 59,298 73.88%	\$ 29,298 Salaries and Wages \$ 30,000 Increase in Consulting
Collective Bargaining	\$ 656,714 261.64%	
Subtotal: Municipal Departments	\$ 1,002,240 2.65%	



SUMMARY OF 2022 INCREASES/DECREASES

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Contributory Retirement	\$ 713,390 5.98%	\$ 795,016 Increase in Retirement Costs \$ (81,626) Increase in Offset
Group Health Insurance + Insurance	\$ 1,353,937 7.18%	\$ (3,000) Decrease in Medicare Penalty \$ (2,001) Decrease in Opt Out Program \$ 1,283,915 Increase in Group Health Insurance \$ 4,527 Increase in Group Life Insurance \$ 75,849 Increase in Medicare Payroll Tax \$ (65,910) Increase in Offset \$ 60,557 Increase in Property Insurance
Reserve Fund	\$ 1,257,971 44.69%	\$ 163,421 Return Reserve Fund to 1% of Revenue \$ 1,094,500 Reserve for School Enrollment Increases
Elections	\$ (113,058) -60.79%	\$ (111,858) Salaries & Wages \$ (500) Decrease in Rental of Buildings \$ (700) Decrease in Other Purchased Services
Subtotal: Fixed Costs	\$ 3,212,240 9.88%	
Total: Education	\$ 4,534,103 6.00%	
Grand Total	\$ 8,748,583	

Fiscal Year 2022 Budget

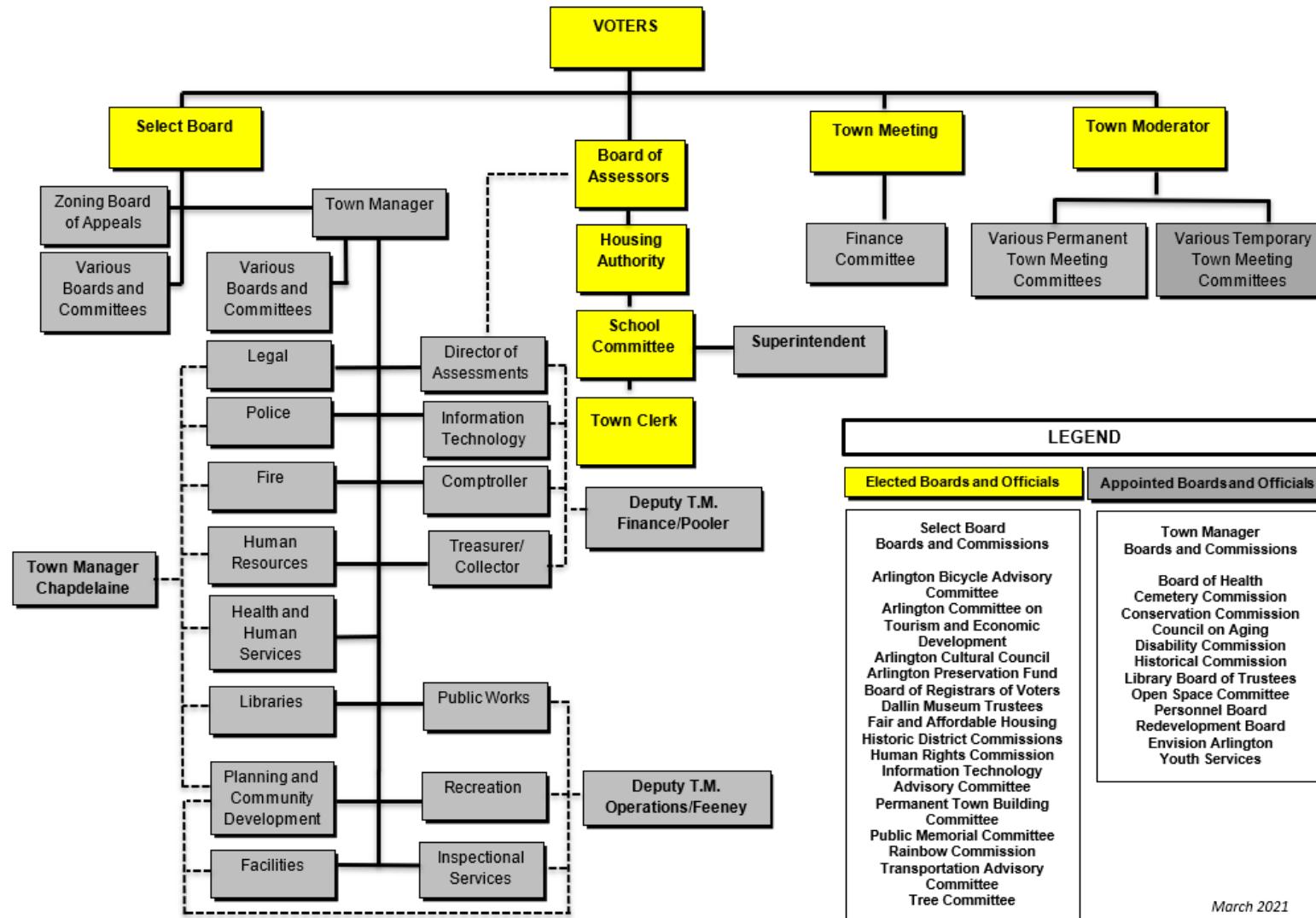


Budget Summaries

Department	FY12		FY13		FY14		FY15		FY16		FY17		FY18		FY19		FY20		FY21		FY22		FY21 to 22 FTE Change		FY12 - 22 FTE Change		
	FT	PT	0.00	0.00	0.00	0.00																					
General Fund																											
Finance Committee	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.00	0%	0.00	0%
Select Board	3	0.50	3	0.50	3	0.50	3	0.51	3	0.51	3	0.51	3	0.51	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%	0.50	14%	
Town Manager (Purchasing)	4	0.98	4	1.20	5	0.69	5	0.69	5	0.69	6	0.69	6	0.69	6	0.69	6	0.69	7	0.00	7	0.00	0.00	0%	2.02	41%	
Human Resources	3	1.00	3	0.54	3	0.54	3	0.51	3	0.51	3	0.51	3	0.51	3	0.51	3	0.51	3	0.80	3	0.80	0.00	0%	-0.20	-5%	
Information Technology	5	1.00	5	1.00	7	0.50	7	0.30	7	0.30	7	0.30	7	0.30	7	0.00	7	0.00	7	0.00	7	0.00	0.00	0%	1.00	17%	
Comptroller	4	1.80	4	1.80	4	1.30	4	1.30	4	1.30	4	1.30	4	1.30	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%	-1.80	-31%	
Treasurer/Collector	9	0.86	9	0.86	9	0.86	10	0.00	10	0.00	10	0.00	10	0.00	10	0.00	10	0.00	10	0.00	10	0.00	0.00	0%	0.14	1%	
Postage	0	0.70	0	0.70	0	0.70	0	0.63	0	0.63	0	0.66	0	0.66	0	0.66	0	0.66	0	0.66	0	0.66	0.00	0%	-0.04		
Assessors	4	0.46	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%	-0.46	-10%	
Legal (Workers' Comp)	4	0.54	4	0.51	4	0.51	4	0.54	4	0.54	4	0.54	4	0.54	4	0.53	4	0.53	4	0.75	4	0.75	0.00	0%	0.21	5%	
Town Clerk	4	0.00	4	0.23	4	0.23	4	0.23	4	0.23	4	0.23	4	0.23	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%	0.00		
Parking	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	0.00	0%	0.00		
Board of Registrars	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	0.00	0%	0.00		
Planning & Comm Development	5	1.32	5	1.32	5	0.83	5	1.06	5	1.06	5	1.06	7	0.00	8	0.00	8	0.00	8	0.00	8	0.00	0.00	0%	1.68	27%	
Redevelopment Board	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	-	-0.50	-100%	
Zoning Board	0	0.46	0	0.46	0	0.46	0	0.48	0	0.48	0	0.49	0	0.49	0	0.49	0	0.29	0	0.29	0.00	0%	-0.17	-37%			
Public Works	60	1.13	59	1.63	59	1.81	59	1.98	59	2.35	58	1.55	59	1.55	60	0.86	60	0.86	60	1.70	60	1.36	-0.34	-1%	0.23	0%	
Admin	6	0.50	6	1.00	6	1.18	6	1.35	6	1.72	5	0.86	5	0.86	5	0.86	5	0.86	5	1.70	5	1.36	-0.34	-5%	-0.14	-2%	
Engineering	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%	0.00		
Natural Resources, Properties	18	0.00	18	0.00	18	0.00	18	0.00	17	0.63	17	0.69	17	0.69	18	0.00	18	0.00	18	0.00	18	0.00	0.00	0%	0.00		
Highways	23	0.00	22	0.00	22	0.00	22	0.00	22	0.00	22	0.00	23	0.00	23	0.00	23	0.00	23	0.00	23	0.00	0.00	0%	0.00		
Motor Equipment Repair	6.00	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	0.00	0%	0.00		
Cemeteries	3	0.63	3	0.63	3	0.63	3	0.63	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%	0.37	10%	
Community Safety – Admin	5	0.00	5	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	-	-5.00	-100%	
Police	65	0.00	65	0.00	84	2.67	82	2.66	82	2.66	84	2.66	83	3.46	83	3.46	83	3.57	83	3.81	83	3.81	0.00	0%	21.81	34%	
Other	1	3.51	4	1.81	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	-	-4.51	-100%	
Fire	76	0.00	76	0.00	80	0.00	81	0.00	81	0.00	81	0.00	81	0.00	81	0.00	81	0.00	81	0.00	81	0.00	0.00	0%	5.00	7%	
Support	12	0.00	12	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	-	-12.00	-100%	
Inspections	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	6	0.00	6	0.00	6	0.00	5	1.29	5	1.29	0.00	0%	1.29	26%	
Libraries	20	11.30	20	11.30	21	8.15	22	6.90	22	7.39	22	7.02	21	8.41	24	6.64	23	7.50	23	7.80	23	7.89	0.09	0%	-0.41	-1%	
Facilities	0	0.00	0	0.00	0	0.00	0	0.00	1	1.18	5	1.33	5	0.83	5	0.83	5	1.11	5	1.11	5	1.11	0.00	0%	6.11	-	
Health and Human Services	5	3.40	5	3.25	5	3.25	6	2.30	6	2.30	6	2.30	7	2.89	8	2.60	8	4.14	10	3.18	14	3.06	3.88	29%	8.66	103%	
Sub-total	296	29.66	298	27.81	304	23.7	306	20.79	307	22.83	313	21.85	316	22.87	323	17.47	322	19.98	324	21.59	328	21.22	3.63	1%	23.56	7%	
FTEs	326	326	328	327	327	320	329	26.09	328	29.85	335	27.90	337	30.01	346	26.74	346	29.35	348	31.82	352	30.13	2.31	1%	28.66	8%	
Enterprise Funds																											
Water & Sewer	16.00	0.50	16.00	0.50	16	0.50	16	0.50	16	0.50	16	0.50	16	0.30	16	0.30	17	0.00	17	0.00	17	0.00	0.00	0%	0.50	3%	
Arlington Recreation	2.00	1.02	1.00	1.02	1	1.12	1	1.24	1	1.35	2	0.57	1	1.87	3	4.70	3	4.70	3	4.51	3	3.10	-1.41	-19%	3.08	102%	
Ed Burns Arena	2.00	1.27	2.00	1.12	2	1.12	2	1.12	1	1.95	1	1.90	1	1.60	1	1.90	1	1.90	1	1.90	1	1.70	-0.20	-7%	-0.57	-17%	
Council on Aging Trans.	1.00	0.54	1.00	0.54	1	0.54	1	0.54	1	0.54	1	0.60	0	1.60	0	0.60	0	0.80	0	0.80	0	0.80	0.00	0%	-0.74	-48%	
Arlington Youth Counseling Ctr	2.00	1.48	2.00	1.48	3	1.48	3	1.90	2	2.68	2	2.48	3	1.77	3	1.77	3	1.97	3	3.02	3	3.31	0.29	5%	2.83	81%	
TOTAL	319	34.47	320	32.47	327	28.46	329	26.09	328	29.85	335	27.90	337	30.01	346	26.74	346	29.35	348	31.82	352	30.13	2.31	1%	28.66	8%	



Town of Arlington Organizational Chart





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SECTION IV

BUDGETS

GENERAL GOVERNMENT



FINANCE COMMITTEE • RESERVE FUND •
SELECT BOARD • TOWN MANAGER •
HUMAN RESOURCES • COMPTROLLER • TREASURER

POSTAGE • ASSESSORS • INFORMATION
TECHNOLOGY • LEGAL • TOWN
CLERK • BOARD OF REGISTRARS •
PARKING

PLANNING & COMMUNITY DEVELOPMENT •
REDEVELOPMENT BOARD •
ZONING BOARD OF APPEALS • FACILITIES



Program Description

The Finance Committee is comprised of 21 members appointed from each of the 21 precincts in Town. The purpose of the Committee is to "consider all articles contained in any warrant except articles on zoning upon which the zoning by-law requires a report to be made to the Town by the Redevelopment Board and those articles which do not require or request an appropriation of money...Said committee shall make recommendations, and shall report in print...to each Town Meeting." The Committee also makes general suggestions, criticisms, and recommendations, including articles which may not request an appropriation.

The Committee is also the custodian of the reserve fund, which is appropriated annually to allow for any unforeseen expense, which may occur during the fiscal year. The Committee's members play active roles in Town finance, officially representing the Finance Committee on many of the Town's other committees. These include: the Capital Planning Committee, the Budget and Revenue Task Force, the Long Range Planning Committee, Envision Arlington, Information Technology Advisory Board, and other committees voted by Town Meeting.

Budget Statement

The Finance Committee has increased expenses by \$1,620 for FY22 to cover the costs of Microsoft 356 licenses to allow members to share documents. The Reserve Fund is one percent (1%) of General Fund Revenue, plus a reserve of \$1,095,550 for school enrollment growth.

PROGRAM COSTS

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Reserve Fund				
Expenses	1,553,287	1,604,584	1,556,724	2,814,695
Total	1,553,287	1,604,584	1,556,724	2,814,695

FY2022 Objectives

- Review and recommend on all financial articles before the Town Meeting.
- Review and act on all requests for transfers within departmental budgets and from the Reserve Fund.
- Participate in all committees which require a representative from the Finance Committee, such as, but not limited to, the Capital Planning Committee, the Information Technology Advisory Committee (ITAC), and the Budget and Revenue Task Force.

Major Accomplishments for 2020

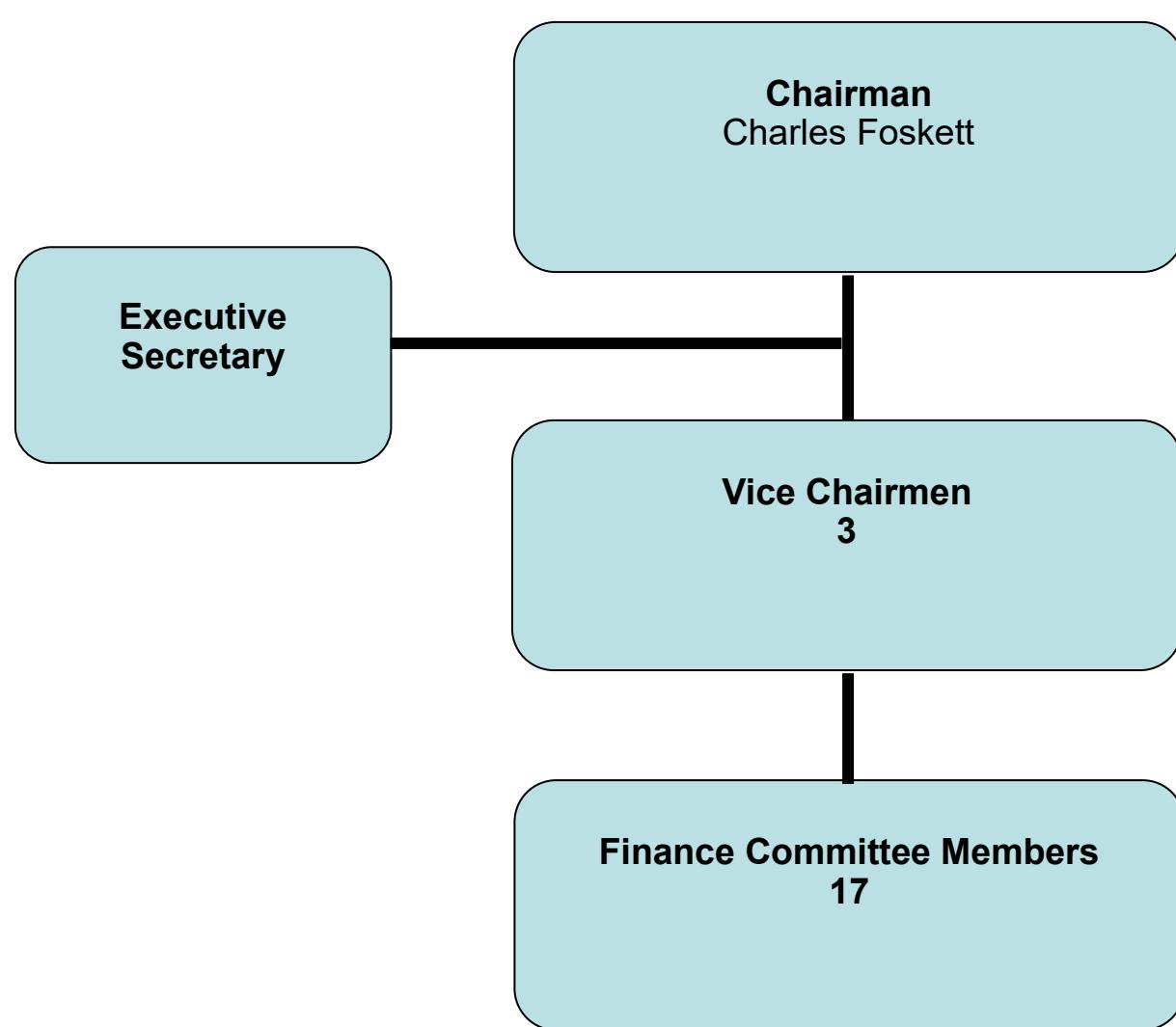
- Worked with Town officials on future financial planning.
- Reviewed all budgets and warrant articles requesting funds and presented to Town Meeting balanced and responsible proposed spending consistent with the long term plan of the Town.
- Successfully guided the spending plan through Town Meeting.

PROGRAM COSTS

Finance Committee	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	7,400	6,550	8,201	8,201
Expenses	1,312	1,139	2,500	4,120
Total	8,712	7,689	10,701	12,321

STAFFING

Finance Committee	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial				
Clerical	1PT	1PT	1PT	1PT
Professional/Technical				
Total	1PT	1PT	1PT	1PT





Program Description

To perform the duties of Administrative Office of the Select Board in an efficient, organized and professional manner.

- Provide administrative support to the Select Board.
- Serve as initial contact for the Select Board to the public, providing general information and assistance.
- Provide service as initial contact for the public regarding complaints, issues, and other business matters.
- Process and issue licenses and permits granted by the Select Board.
- Process and issue all Alcoholic Beverages Control Commission (ABCC) state alcohol licenses.
- Provide administrative assistance for private way repair.
- Preparation and follow up for Select Board Meetings.
- Preparation and distribution of all election and town meeting warrants.
- Staffing and maintenance of all polling locations.
- Provide administrative support and information for Town Day Committee.
- Provide administrative support for exceptions to overnight parking ban.
- Preparation and distribution of Proclamations for the Select Board.
- Provide planning and follow up for all Select Board special events.
- Provide support and resources to the Select Board, committees, boards, and commissions.
- Provide administrative support for postings of all meeting notices and minutes for Select Board Committees.

PROGRAM COSTS

Select Board	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	284,563	295,763	304,499	307,359
Expenses	20,199	17,459	22,550	22,550
Total	304,762	313,222	327,049	329,909

Budget Statement

The Select Board's Office will continue to work with the Town Manager and all other Town Departments and officials to maintain the budget. The budgets fluctuate subject to the number of elections and Special Town Meetings in any given year. As Arlington continues to thrive as a popular place for restaurants, we expect that revenues from related permits will be maintained.

STAFFING

Select Board	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Clerical	3	3	3	3
Professional/Technical	0	0	0	0
Total	4	4	4	4

FY2022 Objectives

- Work to develop a memorandum of agreement with the Town Clerk's Office and the Board of Registrars regarding the management and administrative of elections.
- Continue to update the Select Board's Policy Handbook as necessary.
- Continue to enhance accessibility and transparency of Select Board proceedings through the integration of technology.
- Explore the possibility of remote participation for Select Board Meetings post COVID-19.
- Continue to implement the State mandated Early Voting Process for State and Federal Elections
- Facilitate reorganization of the Select Board files.
- Facilitate reorganization of electronic archives.



Major Accomplishments for 2020

- Managed four elections: the Presidential Primary (March 2020), the Annual Town Election (June 2020), State Primary (September 2020) and the Presidential State Election (November 2020).
- Successfully staffed, trained, and implemented five days of Early Voting for the Presidential Primary Election and fourteen days for the Presidential State Election.
- Worked with Town Departments to coordinate a successful, socially-distanced Annual Town Meeting located on the Arlington High School Football Field.
- Worked with the Town Moderator and Town Departments to implement the use of Virtual Special Town Meeting through the Zoom Videoconferencing Platform and ZPato Research of Lexington.
- Updated and reorganized the content on the Select Board webpage, specifically the Policies and Licenses and Permits sections.
- Successful transition from in-person Select Board Meetings to virtual during COVID-19.
- Successfully completed the installment of carpet and painted the Select Board Office.
- Successfully implemented the Local State of Emergency Declaration, allowing Town Departments and Committees to operate virtually in accordance with the Commonwealth of Massachusetts.

Performance / Workload Indicators

Select Board	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Meetings:				
Town Meeting Preparations	4	8	1	8
Special Town Meeting Preparations	3	2	-	4
Select Board Meeting Preparations	26	28	24	26
Budget & Revenue Task Force	1	1	-	1
Select Board Goal Setting	1	1	1	1

SUB PROGRAM COSTS

Elections	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	47,210	49,882	161,191	49,333
Expenses	151,915	43,074	24,820	23,610
Total	199,125	92,956	186,011	72,943



Select Board

John V. Hurd
Joseph A. Curro, Jr./Daniel Dunn
Stephen W. DeCoursey
Lenard Diggins
Diane Mahon

Board Administrator
Marie Krepelka

Office Manager

Administrative Assistant

Principal Clerk



Program Description

The Town Manager's Office implements Town policy and provides management of all operational and support departments, excluding Town Clerk and Select Board.

The Town Manager is responsible for the direct management and supervision of Public Works, Police, Fire, Health and Human Services, Facilities, Inspectional Services, Libraries, Planning and Community Development, Legal/Workers' Compensation, Human Resources, Information Technology, Assessing, Treasurer/Collector, Comptroller, and Recreation departments. It is also responsible for the capital and operating budgets, the Annual Report, insurance, Town website, legislative initiatives, policy recommendations to the Select Board, and purchasing. It provides staff support for the Community Preservation Act Committee, the Capital Planning Committee, and coordinates public records requests.

The Office approves all Town purchasing, including bid management, assistance in the review and approval of all Requests for Proposals, Request for Quotations, and bids, and encourages a mutually cooperative relationship with requesting departments, acknowledging that successful purchasing is a result of teamwork.

Budget Statement

The FY2022 budget contains an increase \$8,352 in the expense budget to pay for website support services to enhance the Town's website ADA compliance.

PROGRAM COSTS

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Town Manager				
Personnel Services	761,833	774,239	900,493	910,850
Expenses	36,817	45,507	55,200	63,552
Total	798,650	819,746	955,693	974,402

FY2022 Objectives

- Work with Long Range Planning Committee to update existing multi-year financial plan, while also considering opportunities to reduce the Town's structural deficit in preparation for future multi-year financial plans.
- Continue to evaluate current methods of delivering services to ensure the most productive, cost-efficient method is used, with a particular focus on solid waste, recycling, and compost issues in preparation for impacts from the shifting recyclables market.
- Continue to maximize grant funding and other revenue-enhancing opportunities, including grants and technical resources available to Community Compact program participants.
- Work with legislators and other communities for a more equitable distribution of state resources and identify and communicate the Town's legislative priorities to the local legislative delegation.
- Continue to work with the School Department on ongoing implementation of the joint Town/School Facilities Department with a focus on asset inventory and programming for maintenance scheduling.
- Continue to work with the Master Plan Implementation Committee as it implements key strategies and recommendations contained in the Master Plan, including developing a Sustainable Transportation Plan and amending zoning to better accommodate economic development and the development of affordable housing.
- Continue to support efforts focused on economic development, business retention, and tourism through working with the Economic Development Coordinator, with a particular focus on implementing the Arlington Heights Neighborhood Action Plan.

STAFFING

Town Manager	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	3	3	3	3
Clerical	1	1	1	1
Professional/Technical	2.7	2.7	3	3
Total	6.7	6.7	7	7



FY2022 Objectives (cont.)

- Work to oppose the current proposal for the Mugar property, protect the wetlands contained within the property, and work toward the best outcome for the property, the neighborhood, and the Town.
- Continue to work with the Arlington Commission for Arts and Culture to support promotional opportunities for arts and culture in Arlington, continue to promote the cultural district, and assist in the implementation of the Arts and Culture Action Plan while also working to develop metrics for measuring the impact of investments in arts and culture.
- Work with stakeholders to identify land for storm debris and snow storage, with a particular focus on engaging the community in a dialogue regarding the acquisition of the vacant land at Poet's Corner.
- Communicate and coordinate with neighboring communities to identify issues that have regional impacts.
- Work with appropriate stakeholders to engage in a community dialogue about the future maintenance and use of the Great Meadows.
- Continue to work with the Parking Advisory Committee on managing the Arlington Center Parking Management Strategy, prepare proposals for the Parking Benefit District, and pursue funding for a parking study to be performed in East Arlington.
- Continue to work with the Parking Advisory Committee to investigate the implementation of a mobile payment app for parking meters, considering a variable pricing model, enhancing data collection and reporting, and exploring expansion of metering.
- Work with Arlington Bicycle Advisory Committee and the Transportation Advisory Committee to leverage the Complete Streets program and promote and encourage multimodal transportation in Arlington, support corresponding infrastructure improvements throughout Town.
- Work with the Disabilities Commission and the Department of Public Works to continue to aggressively fund and implement ADA-accessible curb ramp improvements.
- Continue neighborhood transportation reviews and continue broader review through the Sustainable Transportation Plan process.
- Work with the state legislative delegation and the MBTA to advocate for the repair and preservation of the Alewife parking garage.

FY2022 Objectives (cont.)

- Explore more options for customer service enhancement including enhanced use of website and connecting citizen requests to the GIS database.
- Receive quarterly reporting from the Request/Answer center with a focus on metrics that provide value to the Select Board.
- Review all board applications for licenses and permits, and update applications and processes across departments.
- Work with Public Information Officer to maintain and expand traditional and alternative means to enhance public communication.
- Work with the Director of Information Technology to renew the 3-year IT Strategic Plan.
- Work with Treasurer to procure a new online payment vendor and continue to explore opportunities to expand the implementation of online bill payments.
- Work to integrate GIS data and mapping tools into Public Works work order management.
- Continue work with the Energy Working Group, leveraging Arlington's designation as a Green Community, to improve the Town's energy efficiency.
- Continue the expansion of electric vehicle charging infrastructure for public use.
- Continue participation in and support of the Clean Energy Future Committee as it works to implement Arlington's Net Zero (greenhouse gas emissions) by 2050 Plan.
- Begin bargaining with unions for agreements beginning in FY2022.
- Continue to recruit and hire qualified, professional, and excellent employees at all levels of the organization with a focus on developing a strategy for enhancing diversity in hiring.
- Work to implement the Pay Equity Law.
- Work to provide organization-wide professional development, focused on customer service training, with a focus on training mid-level managers and supervisors in FY2022.



Major Accomplishments for 2020

- Worked with an interdepartmental team to lead the Town's response to the COVID-19 pandemic.
- Worked with various departments, boards and committees to launch remote meetings due to the impacts of COVID-19.
- Received Government Finance Officers Association Distinguished Budget Presentation Award for the seventh consecutive year.
- Appointed Joseph Connolly as Recreation Director.
- Worked with the Long Range Planning Committee to develop a plan to reduce the MWRA debt shift as a means of offsetting tax bill impacts of the AHS debt exclusion and an operating override.
- Worked with the Arlington High School Building Committee to begin construction of the new Arlington High School.
- Worked with the ARB and the PTBC to begin construction on the Central School focused on improving the space used as a Community Center and second floor office space for the Department of Health and Human Services.
- Worked with the PTBC to finalize design and funding from Town Meeting for a renovation of the DPW facility.
- Worked with the Diversity, Equity, and Inclusion Director to continue Race, Equality, and Leadership (REAL) training, facilitated by the National League of Cities, for Town mid-level and management staff.
- Worked with the Clean Energy Future Committee to develop and finalize a plan for achieving Net Zero status in Arlington by 2050.
- Working with DPW, completed the sidewalk improvement project in Arlington Center, enhancing mobility for all users of the Center.
- Worked with the neighborhood, Department of Planning & Community Development, and community stakeholders to assist with the transition from Youth Villages to McLean Hospital at the former Germaine Lawrence campus.
- Worked with DPW to complete construction of the traffic signal at the intersection of Lake Street and the Minuteman Bikeway.

Public Records Center

The Public Records Center is Arlington's online customer service portal where residents can make requests for and receive public records. The system was launched in 2017 to foster compliance with the updated Public Records Law that went into effect January 1, 2017. In its ongoing commitment to open government and transparency, the Town proactively posts many commonly requested documents to its website and provides access to or copies of public records upon request. Although public record requests can be submitted in any fashion, the Public Records Center is growing in popularity each year due to its convenience, as well as increased public interest in local government matters.

Some public records requests are simple in nature, seeking only a copy of a single permit or plan, while others are labor intensive, requiring input from a number of Departments or time consuming searches of historical archives or electronic records. The Public Records Law requires municipalities to designate a Records Access Officer to coordinate the response to public record requests. In Arlington, this function is performed by the Deputy Town Manager for Operations. Below is a summary table of common request types.

Public Records Requests	CY 2019	CY 2020
Fire Department Reports	43	36
Maps / GIS Data	56	89
Municipal Records	169	278
Property / Building Specific Information	177	181
Total Requests	445	584



Program Description

An ongoing goal of the Select Board is to enhance public communication and customer service during day-to-day Town operations and in the event of an emergency, plus promote the interests of the Town in concert with its online policy. The Public Information Officer (PIO) works with all departments to achieve these goals by leveraging existing, and new, communication channels and technologies to improve efficiencies, effectiveness, transparency, and staff productivity. The PIO also manages these systems and trains staff to post content in compliance of federal, state, and local laws, such as the Americans with Disabilities Act (ADA), Open Meeting Laws, and the Town's Online Communication Policy.

The main communication channels utilized to meet these objectives are the Town's website, the Request/Answer Center (R/A Center), Town of Arlington Notices (email), social media, Arlington Alert System (phone), and local media.

In the past two years the Town has used Site Improve to improve its ADA compliance. Site Improve is a software program that scans the Town's website and reports ADA and quality assurance issues making it easier for the Town to maintain a higher level of compliance.

This is the sixth full fiscal year utilizing the new content management system (CMS) that powers the Town's website. The Town continues to build staff capacity by introducing new processes and training about content creation, dissemination, and related ADA compliance. As of late 2020, active staff users on the main communications systems are as followed: Website CMS, 75 users; R/A Center, 75 users; Site Improve, 28 users; social media, 20 users; and Arlington Alerts, 20 users.

FY2022 Objectives

- Continue to meet daily with the COVID-19 team to provide coordinated public health, safety, and economic development advisories and information related to the pandemic.
- Develop bi-weekly video updates with the Department of Planning and Community Development Director.
- Conduct website/communications survey to measure user satisfaction of 2020 redesign.
- Respond to ADA compliance issues identified in the Town's ADA Self-Evaluation Report released over the summer. Updates need to be made by both vendors and Town staff. A follow-up report will be issued.
- Identify and implement reporting mechanisms that engage Town staff, so they can better understand and focus their resources toward better communications initiatives, such as using Google Analytics dashboards by department (website analytics).
- Work with Public Works Department to improve communications on projects around town.



Major Accomplishments for 2020

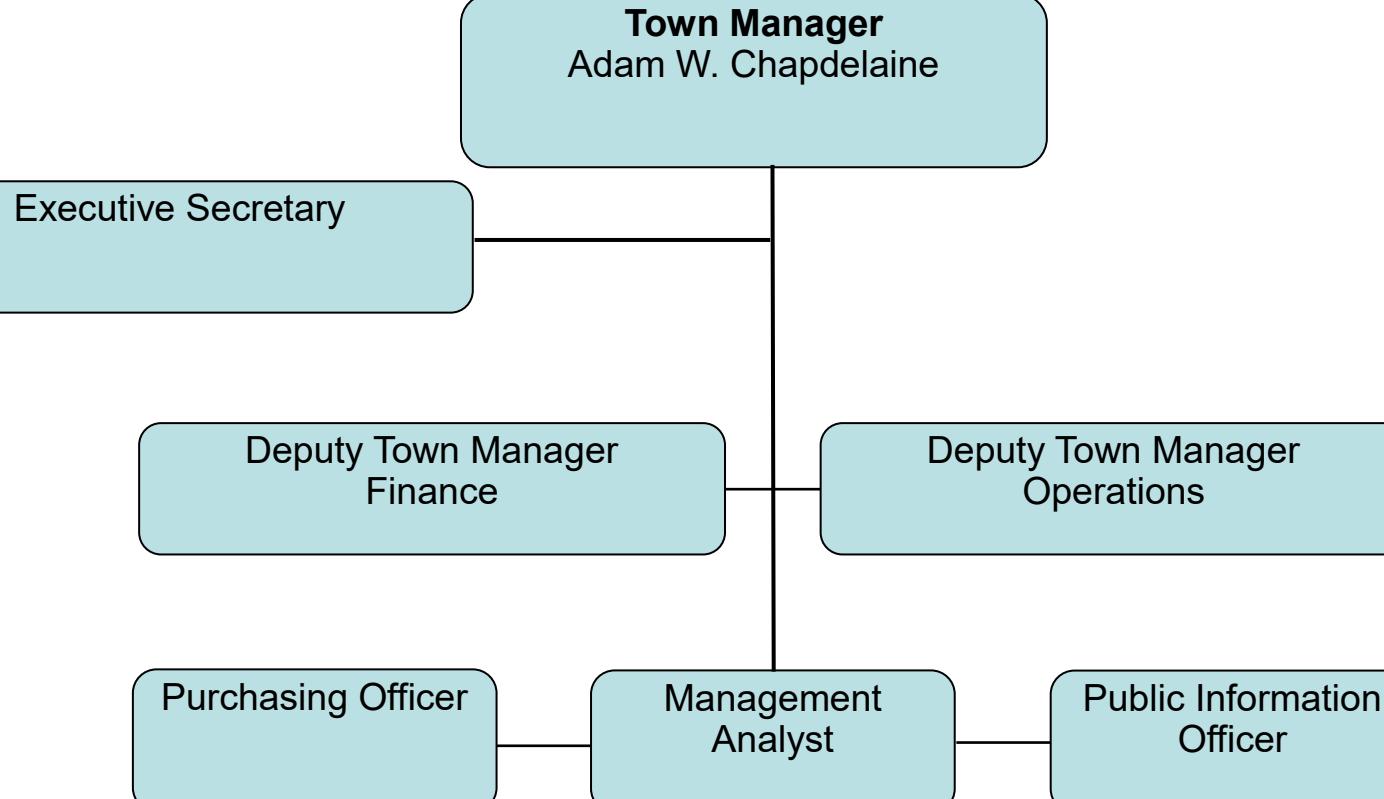
- Provided communications support to the Town's COVID-19 team. This includes, but is not limited to, writing/disseminating COVID-19 updates since March 8, 2020 (web, social, email, and phone). Created graphics and/or provided creative direction for graphics created in-house, coordinated messaging across departments with state messaging to maximize compliance with public health safety protocols and economic development initiatives.
- Video Content: To help off-set the lack of in-person availability of staff and reassure the public during the pandemic, the Town has greatly increased the production of video content. With ACMi the Town broadcast and live-streamed virtual town forums and specialty forums e.g., Community Conversations. The Town Manager has offered weekly video updates since March 24, 2020, which will serve as a model for future programming.
- In October 2020, the Town launched a modernized, updated and streamlined website. The redesign updated the home page, refreshed its overall look, and improved navigation on both desktop and mobile devices. Larger text and better contrast greatly improved ADA compliance and accessibility for all users.
- 2019 Annual Report placed 2nd, Category 1, Mass Municipal Association (MMA) town reports awards.
- Major campaigns and events supported in 2020 included: COVID-19 Communications, Arlington Community Electricity rebranding (formerly ArlingtonCCA), Community Conversations Series, Town Meeting (June), Special Town Meeting (Nov). AHS Building Project, Arlington Center Sidewalk Project, local elections, primaries, and general elections. Publications Produced: 2019 Annual Report.
- National League of Cities (NLC) Prescription Drug Card Program launched Dec. 2009 continues. In calendar year 2020, the program saved residents \$9,848; cumulative savings since the program started is \$340,320. Arlington continues to lead the state in annual and cumulative saving.

Performance / Workload Indicators

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Public Communications				
Subscribers to Town of Arlington Notices	5,226	5,250	5,950	6,129
% of Growth from previous year	1%	0%	12%	3%
% of households (19,000)	28%	28%	31%	32%
Social Media Town of Arlington Channel only	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Facebook Likes	1,688	1,900	2,505	3,000
Twitter Followers	2,395	2,550	3,500	4,000
Website Traffic (arlingtonma.gov)	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Page Views	1,684,500	1,652,904	1,989,003	1,700,000
Visits/Sessions	632,051	618,850	829,464	675,000
Unique Visitors/Users	280,866	297,362	392,968	310,000
Vistor Loyalty- # of Uniques Visited Over 200 Times	26,018	22,790	26,355	24,000
Request/Answer Center: System Stats	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
New Customer Registrations	1,614	1,809	1,166	1,000
Questions/Requests Created	3,352	3,332	2,630	2,700
Questions/Requests Closed	3,300	3,204	2,190	2,500
Content Creation/Dissemination	CY2018 Actual	CY2019 Actual	CY2020 Actual	CY2021 Estimated
Calendar Events	964	1,202	883	1,000
News Articles	419	493	444	430
Email Notices (News, Agendas, RFPs)	625	550	523	540

Performance / Workload Indicators

	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Town Manager				
Purchase Orders Processed	7,970	6,200	6,300	5,500
Bids Processed	44	74	61	50





Program Description

The Human Resources Department is a four person team consisting of a Director, Assistant Director, Benefits Administrator, and part-time Assistant Benefits Administrator. The Department's primary objectives are to protect the Town from employment liability issues and to provide quality, professional support to our employees and managers.

The Department administers the Town's classification, compensation and benefits programs in compliance with Federal and State Labor Laws, along with local collective bargaining agreements. The Director serves as a primary contact for the Town's six labor unions and is a member of the Town's collective bargaining team. Additionally, the Department deals with a wide variety of workplace issues and seeks to improve the quality and effectiveness of town services by recruiting and retaining the best employees, and reviewing and improving Departments' organizational structures.

The Department works to ensure the fair and equitable treatment of all Town employees. The Department administers Health Insurance and other benefits (a budget of approximately \$20 million) for all active town and school employees as well as retirees. The Department advertises position openings: screens, interviews, and selects the most qualified candidates for positions; maintains the Town's classification and pay plan and ensures compliance with Civil Service Laws, as well as state and federal employment laws. The Department also addresses a wide range of employment matters including disciplinary matters and workplace investigations.

The Town and School Human Resources staffs are committed to a collaborative effort in providing quality service to employees and retirees. We also continue to invest in developing a culture of trust with our labor unions and employees, which in turn helps protect the Town from costly employment litigation.

Budget Statement

Human Resources functions are stable and the budget for FY22 is level funded.

PROGRAM COSTS

Human Resources	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	297,316	306,678	326,741	326,741
Expenses	37,666	69,705	56,450	56,450
Total	334,982	376,383	383,191	383,191

Performance / Workload Indicators

Human Resources	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Health Insurance Contracts Managed	1,910	1,930	1,981	1,968
Opt Outs	69	69	70	68
Life Insurance Contracts Managed	976	980	962	970
Life Insurance Claims Processed	27	20	26	30
Vacancy Postings	40	60	44	50
New Hires	40	58	45*	50
Promotions	7	10	14	15
Retirements	15	18	18	18
Resignations/Separations	17	25	26	30

STAFFING

Human Resources	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Clerical	2.5	2.5	2.8	2.8
Professional/Technical	0	0	0	0
Total	3.5	3.5	3.8	3.8



Major Accomplishments 2020

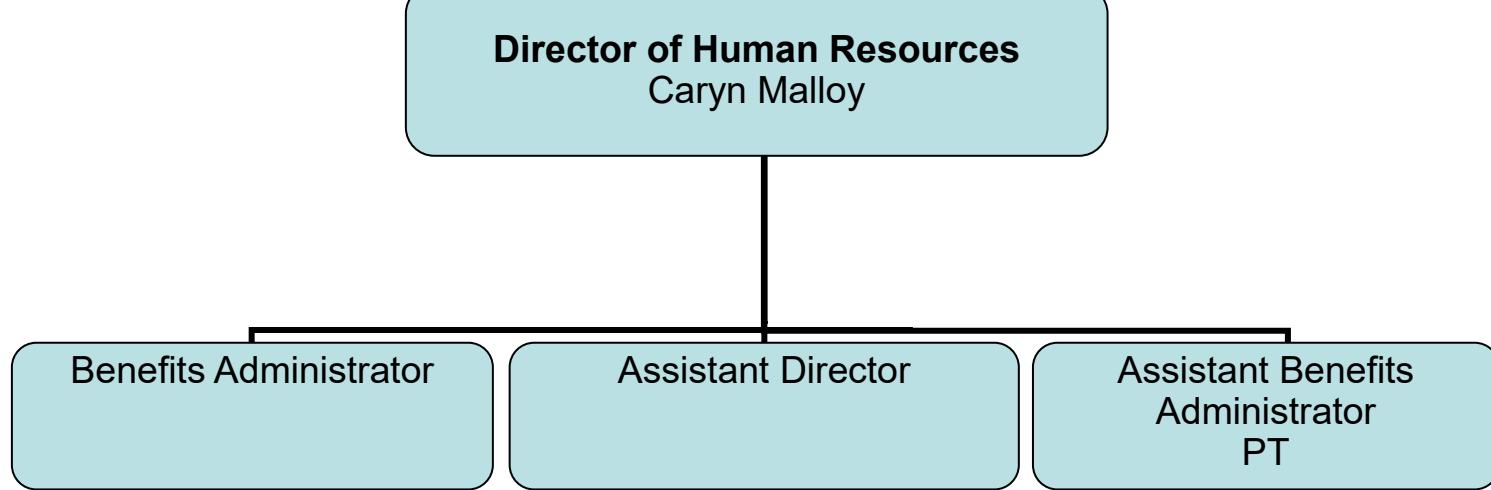
- Due to the Coronavirus pandemic in March 2020 the Town switched to remote operations. Over 2/3s of the Town's frontline essential workers continued to physically report to work. The HR Director advised all departments on operational issues, focusing on employee safety and maintaining quality services. HR worked with DPW and Facilities to implement A & B week staff rotations. With the Health Department, the Director crafted the Town's mask policy. The Director served on the COVID-19 pandemic advisory group.
- Implemented the Families First Coronavirus Response Act (FFCRA). The Director served as the point of contact for employees on Federal and State leave entitlements and travel restrictions. The Director advocated that Emergency Paid Sick Leave entitlements under the FFCRA be extended to our essential front line employees, leaving the Town in the position to receive up to \$100,000 in reimbursement from the CARES (Coronavirus Aid, Relief, and Economic Security) Act.
- The Director facilitated recruitment over the year for: Police Chief, Recreation Director, Deputy Town Counsel, Facilities Director, Executive Director of the Council on Aging, Diversity, Equity, and Inclusion Assistant, CDBG Grants Administrator, and many other titles. The department used tailored assessment tools based around tasks specific to each position. This year the department redacted job applicants' contact and other information in an effort to lessen unconscious bias in the hiring process.
- The Benefits Administrator navigated the first year of a fully remote GIC health insurance open enrollment process, with extended deadlines due to the pandemic and managed unscheduled premium holidays by our dental carrier due to pandemic service disruptions.
- The Assistant Director of the department responded multiple fraudulent unemployment claims. The Town and School Human Resources teams worked together to protect the Town from liability and provide consistent and clear instruction to employees on how to protect themselves from identity theft. The departments responded to over 350 unemployment claims, the majority of which were fraudulent.
- The Assistant Director partnered with the HR Coordinator of the Arlington Public Schools to file the Affordable Care Act submission. It is a complex process that, done incorrectly, would subject the town to significant fines.
- The Assistant Director provided extensive and detailed data on health insurance and other benefits used in preparation of the Town's Other

Major Accomplishments 2020 (cont.)

- Post Employment Benefits (OPEB) liability projection.
- The Assistant Benefits Administrator supported the Town's transition to full direct deposit and electronic advice statements as the frontline contact for the Employee Self-Serve Munis Application.
- Initiated benchmark salary study for 100 town and 100 school positions in preparation for collective bargaining of contracts that expire June 2021. This is the 3rd comprehensive study initiated; the others were completed for Fiscal Years 2014 and 2017.
- Partnered with School HR, Payroll, Town Manager, and IT staff in the transition to paperless management of all personnel actions.
- Worked closely with Department Heads to facilitate a number of labor relations issues, disciplinary matters, and workplace investigations.
- Worked with the Deputy Town Manager and Police Chief in preparation for labor arbitration with the Patrol Officers' Association.

FY2022 Objectives

- Recruit and retain the very best employees to work in Arlington.
- Implement updated online employment application software that complements Munis personnel actions and payroll functions. Further develop ways to conduct secure HR business remotely.
- Administer the GIC health insurance plans and ensure our employees and retirees feel supported in understanding their benefits, including understanding of the Health Reimbursement Account Program.
- Support departments and employees through the COVID-19 pandemic and long term impacts. Maintain high quality services, work through accommodation issues and keep employees safe.
- Continue to partner with and support the Arlington Public Schools Human Resources Department to improve communications, operations, and ensure even application of employment policies.
- Monitor and implement changes to employment laws including but not limited to the Families First Coronavirus Response Act, Massachusetts Pay Equity Law, and Massachusetts Pregnant Workers Fairness Act. Better communicate with employees and protect the Town from employment liability issues.
- Maintain good relations and continue to encourage productive communications with labor unions. Initiate bargaining successor agreements with all six town unions.
- Implement the third year of training staff on racial equity.





Program Description

The Comptroller's Office is responsible for the Town's books of accounts and financial records, verifying appropriations for all purchase orders, processing invoices for payment, approval of all payrolls and other warrants, balancing monthly appropriation reports and other financial reporting as governed by Federal and State government agencies. The Comptroller serves as an ex-officio member of the Arlington Retirement Board.

The Comptroller is responsible for the coordination of the annual independent audit of the Town, and for providing quarterly revenue and expenditure reports to the Select Board, Town Manager, Town Treasurer and Chair of the Finance Committee. Whenever applicable, the Comptroller shall make recommendations regarding the Town's financial condition.

The Comptroller's office continues to perform all duties in a timely and professional manner. The Comptroller's mission is to present a complete and accurate statement of the Town's financial condition.

Budget Statement

The Comptroller's office has a level service budget.

STAFFING

Comptroller	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Clerical	2	2	2	2
Professional/Technical	1	1	1	1
Total	4	4	4	4

PROGRAM COSTS

Comptroller	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	333,770	338,959	349,389	349,230
Expenses	9,086	33,654	27,600	27,600
Total	342,857	372,613	376,989	376,830

Performance / Workload Indicators

Comptroller	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
General Fund - Free Cash Certified	11,119,563	11,802,775	11,318,368	9,000,000
Water/Sewer Enterprise Fund- Retained Earnings certified	7,844,907	6,220,101	5,799,829	3,000,000
Youth Services Enterprise Fund- Retained Earnings certified	36,214	53,212	64,843	35,000
COA Transportation Enterprise Fund- Retained Earnings certified	66,053	61,707	92,657	50,000
Rink- Retained Earnings certified	49,265	14,728	41,021	30,000
Recreation- Retained Earnings certified	683,996	765,855	371,447	250,000
Checks/Wires processed	16,502	15,763	12,853	15,000
Invoices processed	32,645	31,939	26,604	30,000
Accounts Payable Batches	710	471	270	300
Digital support for journal entries (TCM)			100%	100%
			100%	100%

Major Accomplishments for 2020

- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for the Town of Arlington's Comprehensive Annual Financial Report for the Fiscal Year Ending June 30, 2019. Prepared the Comprehensive Annual Financial Report to show that the Town and the Comptroller's office will, for the 5th year, go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial statements and reports that evidence the spirit of transparency and full disclosure.
- Closed the books on FY2020 and completed the Town's independent audit in accordance with generally accepted auditing standards (GAAS). The detailed and organized accounting records led to clean audits with no findings and no material weakness.



Major Accomplishments (cont.)

- Worked closely with departments receiving state/federal funding to ensure timely grant reimbursements and avoid deficits.
- Closely monitored General Fund and Enterprise Funds revenue collection and worked with department to adjust spending accordingly to prevent significant drops in fund balances caused by the uncertain economic conditions during COVID-19.
- Reviewed all the outstanding encumbrances and liquidated old purchase orders, which helped maintain a healthy unrestricted and unreserved fund balance.
- Certified \$11,318,368 free cash – strict spending controls and restricted purchase commitments contributed to the positive operating results.
- Created salary and expense COVID-19 accounts for all departments to separate regular operating expenses from COVID related expenses and facilitate CARES Act reimbursement application through an efficient and accurate system. Monitored and reconciled COVID-19 accounts to ensure that all COVID-related expenses are captured and accounted for in the CARES fund.
- Reviewed and corrected the employee reimbursement process in accordance with IRS guidelines to ensure compliance with payroll taxes.
- Worked with Treasurer and IT department on implementation of EFT (Electronic Funds Transfer) process for expedited vendor payments. All the AYCC clinicians are paid on a separate weekly warrant and their funds become available as soon as the Town posts the wire, instead of waiting for paper checks.
- Maintained the Internal Controls for Federal and State Grants to ensure compliance with the new federal reporting requirements. Internal controls are designed to provide reasonable assurance that the following objectives are achieved: 1) Effectiveness and efficiency of operations; 2) Adequate safeguarding of property; 3) Assurance that property and money is spent in accordance with grant program, and 4) Compliance with applicable laws and regulations.
- Strengthened the internal controls for accounts payable by restricting G/L posting access by Comptroller's office only. Worked with School Department to improve the process of approving its vendor payments to ensure timeliness and transparency for School Committee reporting.

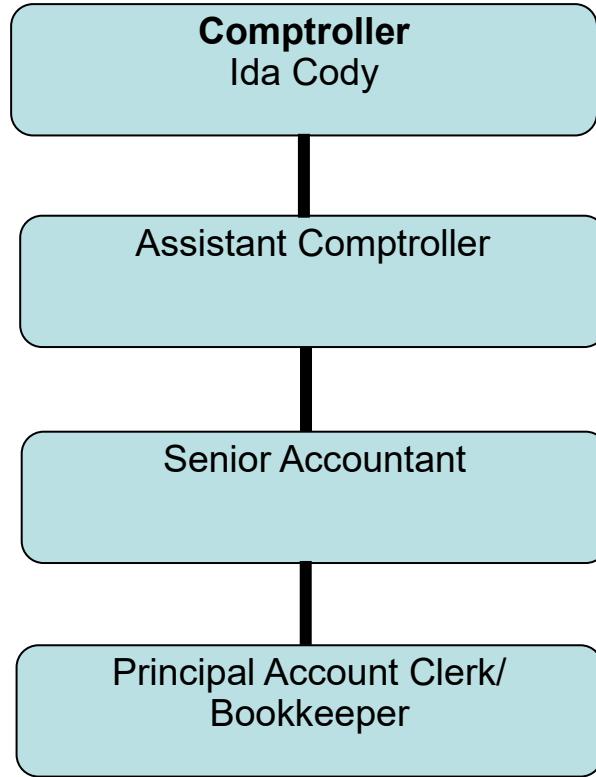
Major Accomplishments (cont.)

- Improved the efficiency of the A/P process by reducing the number of batches while processing the same amount of invoices. School invoices are entered in the system and posted as one batch after review and approval.
- Enhanced the internal controls for payroll posting and approval process. This policy ensures that the department heads reviewed and approved the final payroll proof. Comptroller's office keeps a copy of the signed payroll sheet for each department.
- Centralized all the data in digital folders for easy remote access. We have replaced the physical drawers with digital folders and saved all the contracts, warrants, audits, financial statements, budget reports and DOR reports in the shared drive.
- As a response to COVID-19 we have implemented solid operating procedures which allow the Comptroller's office to carry out the accounting functions in a virtual environment without disruptions in case of emergency. The staff has been equipped with personal computers and can perform all their duties from home.
- Implemented the DocuSign process and migrated from wet signatures to electronic signatures for warrants and contracts. This translated in increased efficiency and timeliness.
- Increased use of TCM (Tyler Content Manager) on accounts payable for audit transparency. The independent auditors can now retrieve the supporting documentation directly from Munis as opposed to paper backup uploaded to P&S (Powers and Sullivan) client portal.
- Continued to work on the new chart of accounts (COA). Created the base of the COA and worked with School and Enterprise departments to ensure that new chart will satisfy their operating and reporting needs.



FY2022 Objectives

- Continue to work with IT and Treasurer's Office on the Utility Billing module for Water and Sewer and synergize the operations between the Treasurer's and Comptroller's Office. Implement the water/sewer conversion, test the transactions and reconcile all the accounts to ensure a smooth transition to the new system.
- Finalize the new chart of accounts according to Uniform Massachusetts Accounting System (UMAS) guidelines.
- Monitor COVID-19 related expenditures to ensure that we maximize federal COVID grants and avoid putting the burden on the general fund.
- Increase utilization of Tyler Content Manager scanning technology and train all the clerks on how to attach the invoices to the A/P batches and cash receipts back up to the revenue batches.
- Work with IT to review and adjust user profiles and approval trees in Munis.
- Perform departmental audits as necessary to identify, assess, and evaluate internal controls of Town Departments.
- Ensure a smooth transition to the new Munis version and assist departments with all financial transactions and reporting.



**Program Description**

The Office of Treasurer & Collector of Taxes is responsible for the management, collection, and custodianship of all funds and receipts belonging to the Town of Arlington. Under state law the Office of the Treasurer and Collector of Taxes is responsible for all Treasury, Collector, and Payroll operations. In addition, Town bylaws have assigned postal operations to the Treasurer's office. The Payroll Division, through a Memorandum of Agreement established in 2002, reports to the Superintendent of Schools. The Treasurer also serves as Parking Clerk.

The Town Treasurer and Collector of Taxes is responsible for directing, managing, collecting and fulfilling all billing of Real Estate Tax, Motor Vehicle Excise Tax, Personal Property Tax, Water & Sewer utility billing, parking violations, and the complete collection and processing for these billings; receiving all monies from Town and School departments, securing and depositing Town monies, and in accordance with Massachusetts General Laws, for managing, planning, and directing the Town's financial policies relating to cash management, investment management, and debt management. The Treasurer performs her fiduciary responsibility by developing investment and borrowing strategies based on financial best practices, consulting with financial advisors and investment institutions, and participating in government finance officer's seminars and conferences.

Budget Statement

The Treasurer's Office continues to scrutinize its current budget for any potential savings, while being mindful of the critical importance to maintain resources sufficient to collect, invest, and/or process revenues.

PROGRAM COSTS

Treasurer	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	552,508	590,944	664,314	672,516
Expenses	114,594	80,480	166,663	166,663
Total	667,102	671,424	830,977	839,179

FY2022 Objectives

- Cross train staff on processing Water/Sewer transactions in the updated financial software system for utility billing expected to be fully implemented in FY2022.
- Issue bids for printing tax and water/sewer bills to ensure we are receiving best rates possible.
- Upgrade and improve functionality of our online bill-pay system by issuing a bid for services.
- Continue to address unpaid tax title balances on properties that have liens for unpaid taxes.



Major Accomplishments for 2020

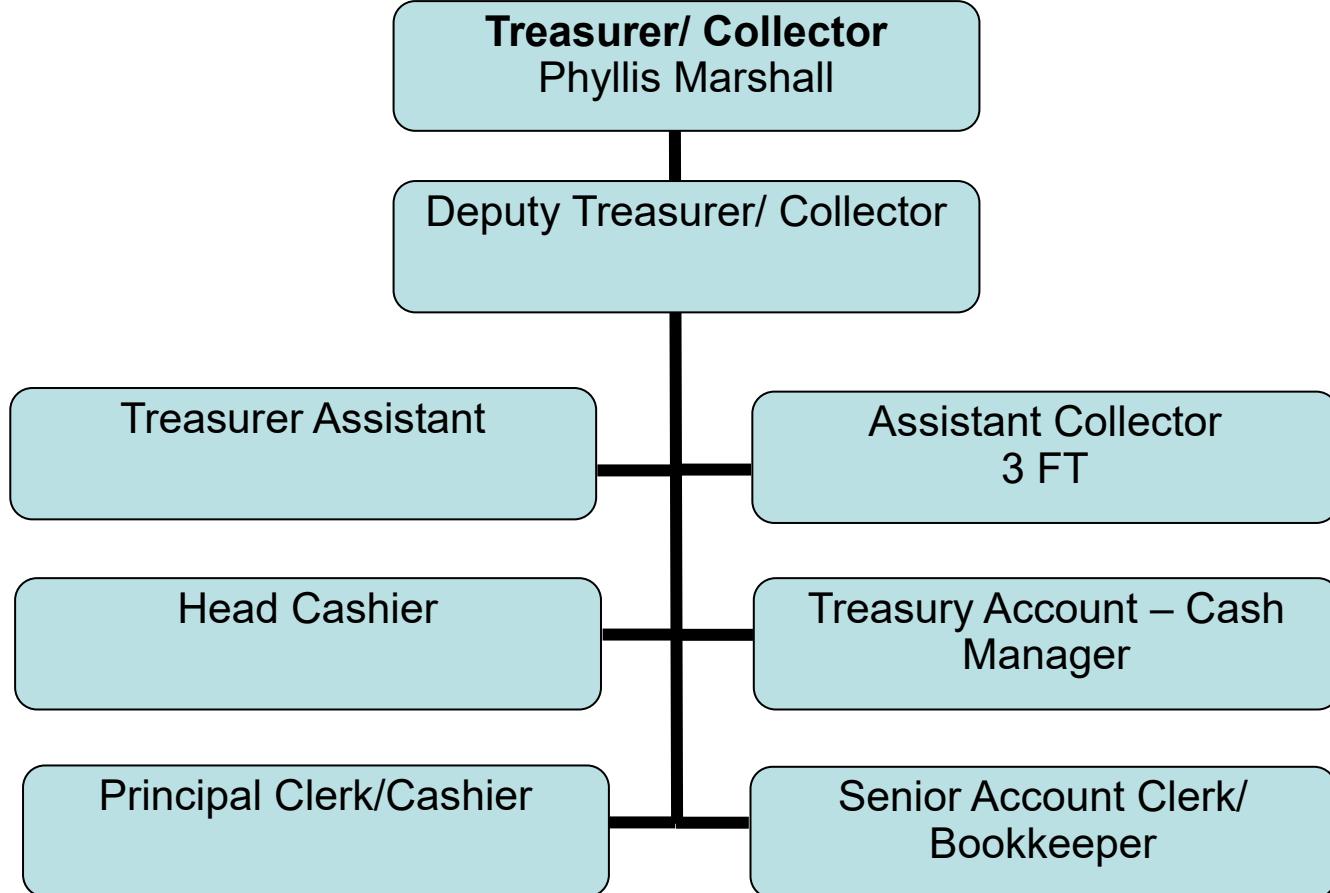
- Worked with IT and DPW (Water) to continue the conversion process from existing in-house collection software for Utility Billing to financial software used for collection of taxes and other revenue/receipts.
- Worked with our vendors to maintain or reduce fees across the board.
- Continue to improve cross-training for maintaining workload during peak periods when quarterly taxes and utility bills are due as well as during excise tax collections.
- Investment income decreased slightly from \$900,774 in FY19 to \$876,400 in FY20.
- Affirmed a top rating of Triple-A (AAA) from Standard & Poor's rating agency.
- Town Audit found Treasurer's operation in full compliance.
- Trust Funds 5-Year performance for consolidated net vs. benchmark is 5.31% and the one year performance for consolidated net vs. benchmark is 3.94%. The benchmark is a standard against which the investment manager can be compared. The benchmark is comprised of combined market indexes such as S&P 500 Index, Barclays Gov/Credit Index, Russell 2000 Index and 90 day T-Bill.
- Managed the successful borrowing of \$66,190,000 in General Obligation Bonds consisting of the first portion of the authorized debt for Arlington High School Construction/Reconstruction in the amount \$55,033,000, Senior Center/Community Center (Central School) Renovation in the amount of \$7,600,000 in addition to other equipment and projects appropriated by Annual Town Meeting.
- Managed the successful borrowing of \$200,000 in an interest free ten year MWRA Sewer Bond.
- Administered the Arlington Citizens Scholarship Foundation, which provides financial assistance to Arlington residents attending higher education. 74 scholarships totaling \$80,100 were awarded in June, 2020.

STAFFING

Treasurer	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Clerical	8	8	8	8
Professional/Technical	1	1	1	1
Total	10	10	10	10

Performance / Workload Indicators

Treasurer & Collector	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Real Estate Bills Processed	61,472	61,231	61,566	61,600
Motor Excise Bills Processed	36,850	36,854	35,738	36,850
Water Sewer Bills Processed	50,350	50,340	50,352	50,360
Delinquent Notices - Combined	19,818	17,733	12,895	19,000
Total Bills Issued:	168,490	168,850	160,551	167,810
Liens from Water / Sewer delinquency (less than 1.75% of total commitment)	\$ 217,275	\$ 171,905	\$ 210,297	\$ 200,000
Municipal Lien Certificates processed	1,031	1,043	1,449	1,500
Municipal Lien Certificate revenue	\$ 51,550	\$ 52,150	\$ 72,460	\$ 75,000
Deputy Tax Collection revenue	\$ 8,636	\$ 56,852	\$ 40,739	\$ 50,000
Total Various Liens / Collections:	\$ 277,461	\$ 290,230	\$ 323,496	\$ 325,000





Program Description

The Postal Operation is a division of the Office of the Treasurer and Collector of Taxes. The postal operation is responsible for the collection and mailing of all Town and School mail at the lowest possible postage rates. The following details the responsibilities of postal operations:

- Manage daily operations of Town and School outgoing mail.
- Schedule, distribute, process, and mail all Motor Vehicle Excise, Real Estate, and Water bills, and Parking Notices for unpaid tickets.
- Process special mailings for other departments.
- Schedule and process bulk mailings.
- Operate and maintain major mailing equipment: processing machines, folding machine, and postage machine.
- Interpret and comply with postal regulations.
- Provide consultation and advice on mail design and costs to departments.

Major Accomplishments for 2020

- Implemented paperless billing for all quarterly Real Estate bills to increase customer satisfaction and reduce postage expenses. 730 accounts have registered for electronic real estate bills at this time.
- Processed and mailed 259,956 total pieces of Town and School mail.
- Mail processed at the lowest possible postage rate by Town mailroom and Tax and Utility billing done at lowest possible 1st Class Bulk Mail Rate, \$.39 per piece for mail printed by third party printer.
- Reduced delinquent notices being sent by increased collection efforts and liens for water and sewer unpaid amounts.

PROGRAM COSTS

Postage	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	32,147	33,027	33,847	33,847
Expenses	90,331	140,871	190,883	190,883
Total	122,478	173,898	224,730	224,730

Budget Statement

All mailing is evaluated to determine lowest rate available for posting in-house and by printer.

This is a level service budget.

FY2022 Objectives

- Continue to encourage paperless billing for payments to increase customer satisfaction and reduce postage expenses.
- Work with departments and Town Manager to reduce number of Town and School mailings and where possible work to size mailing to assure that postage is most cost effective.
- Parking Notices are expected to return to prior year volume following successful implementation to Parking Ticket software.

STAFFING

Postage	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	0	0	0	0
Clerical	0.66	0.66	0.66	0.66
Professional/Technical	0	0	0	0
Total	0.66	0.66	0.66	0.66

Performance / Workload Indicators

Postage	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Bills Mailed: Real Estate, Water/Sewer, Motor Vehicle Excise and Parking	131,178	131,280	147,656	150,000
Other Town Mailings	82,617	71,459	82,837	84,000
Other School Mailings	39,575	33,400	29,463	35,000
Total	253,370	236,139	259,956	269,000



Treasurer

Deputy Treasurer

Output Media Handler



Program Description

The Assessor's Office values all real estate (residential, commercial, and industrial) and personal property in the Town of Arlington for the purpose of ad valorem taxation. This process involves discovering, listing, and valuing over 14,000 residential properties, which includes single-family homes, multi-family homes, condominiums, and apartment buildings. There are over 400 commercial and industrial properties and over 350 personal property accounts, which must be reviewed on an annual basis. The office also receives over 35,000 motor vehicles excise records from the Registry of Motor Vehicles, which must be processed and committed to the Tax Collector.

In addition, the functions of the Assessing Office include updating tax map information in regard to property sales and subdivisions; tracking the yearly additions in value triggered by the building permit process and computation of "new growth;" monitoring and recording all changes in property ownership through information received from the Registry of Deeds; inspecting in a timely manner all properties sold in Arlington; receiving and processing with the Board of Assessors all real estate and personal property abatement applications and exemptions within statutory timelines; conducting taxpayer scheduled abatement hearings; representing the Town of Arlington at the Appellate Tax Board; assisting realtors, appraisers and taxpayers seeking information on Arlington's 15,000+ Real and Personal property accounts; and supplying the Select Board with all the information required for setting the tax rate at the annual classification hearing. This office also provides quality service to all customers in the performance of its described duties.

Budget Statement

The Board of Assessor's FY2022 budget is a level services budget.

FY2022 Objectives

- Ensure that all staff members are provided training to work remotely, as necessary.
- Pursue technological advances to complete field work due to restraints caused by COVID-19, i.e. laser measure of homes.
- Maintain fair and equitable and consistent assessing practices for all properties.
- Ensure the accuracy of all assessments for real and personal property accounts.
- Provide public access to property records and information that will be helpful to taxpayers.
- Continue to improve all functions of the Assessor's Office to serve the taxpayers more efficiently.

PROGRAM COSTS

Assessors	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	279,070	298,279	308,615	311,837
Expenses	27,755	23,158	33,248	33,248
Total	306,825	321,437	341,863	345,085

STAFFING

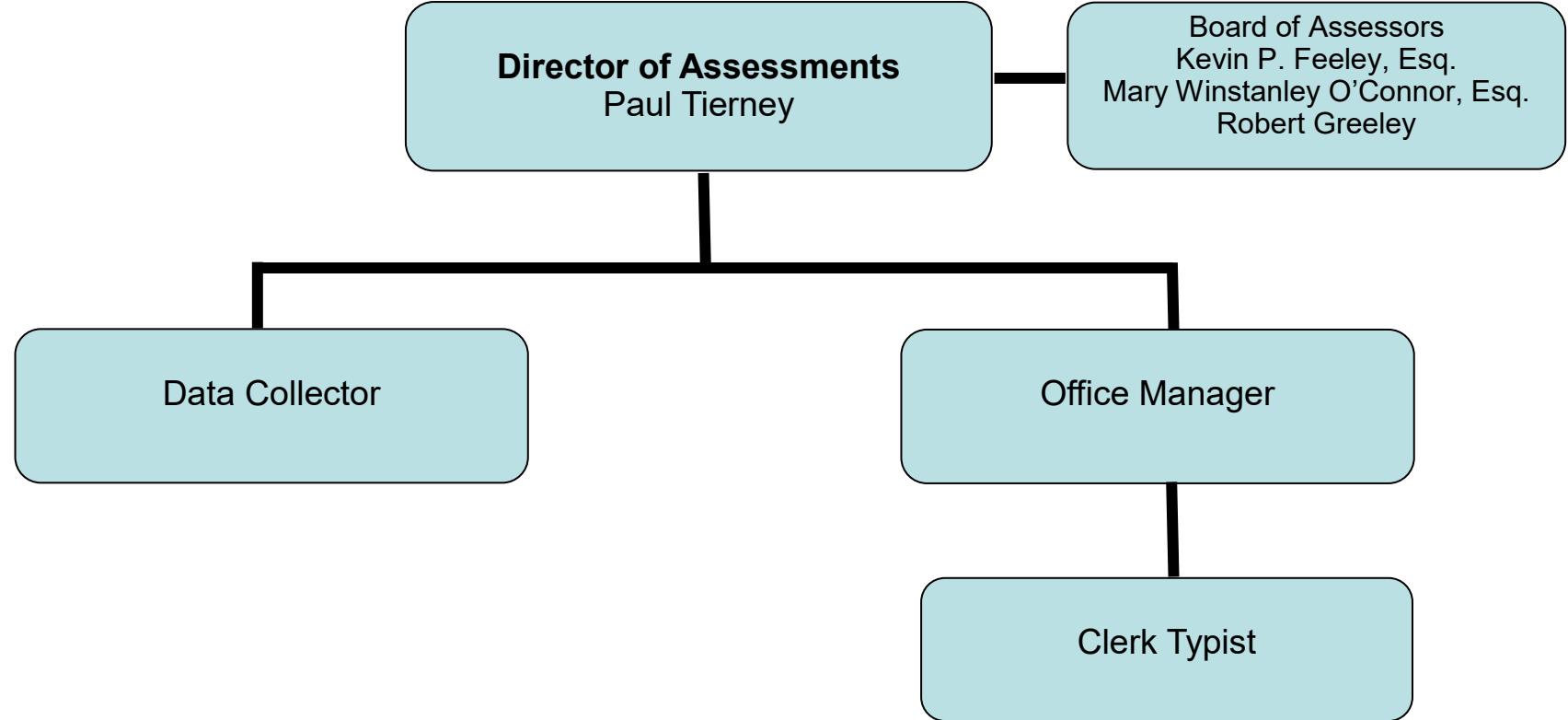
Assessors	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Clerical	3	3	3	3
Professional/Technical	0	0	0	0
Total	4	4	4	4

**Major Accomplishments for 2020**

- Successfully settled Real Estate abatement appeals after the onset of COVID-19. Residents agreed to email pictures of the interior of their homes to determine the condition of the interior of the property.
- Collaborated to determine value on affordable housing resulting in savings of \$53,733 for the Housing Corporation of Arlington.
- Put the High School override on the preliminary tax bills to more evenly spread out the impact of this project over all four bills during the tax year.
- Successfully defended five out of six appeals at the Appellate Tax Board.
- Timely commitment of all real estate, personal property, and motor vehicle excise tax bills to the Tax Collector.
- Continued to work interdepartmentally in a cost effective and efficient manner.
- Timely processing of all exemptions and abatements.

Performance / Workload Indicators

Assessor	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Real Estate Bills processed	15,022	15,043	15,140	15,175
Motor Vehicle bills processed	36,850	35,063	35,335	35,000
Personal Property bills processed	363	330	389	390
Real Estate and Personal Property Abatements Filed	112	300	168	100
Real Estate and Personal Property Abatements Granted	36	209	107	50
Motor Vehicle Excise abatements	1,800	1,365	1,371	1,300





Program Description

The integrated Town and School Information Technology Department was created by the 2007 Town Meeting. The changes in the Town bylaw provided that the functions of the Department fell into three broad categories:

1. Town and School desktop and server hardware, networking, telecommunications, and software infrastructure support;
2. Town and School administrative applications, implementation, training, and support; and
3. School Academic applications implementation, training, and support.

The Information Technology (IT) Department is responsible for supporting, implementing, and upgrading over 1,000 personal computers, 150 Cellular PDA's, over 200 printers, 5,500 Tablets and 25 resident and hosted servers, across Town and School Departments. Also under the purview of the IT Department is the Town and School network infrastructure, including ACMi video network and the management of over 125 network switches, 25 VOIP Telephone switches, 750 Phones, and 600 wireless access points. IT also manages the Munis financial software system, GIS Systems, PowerSchool (student information system), Teacher and student evaluation systems, Special Education system, Electronic Security and Video systems, Energy Management systems, ESRI, PeopleGIS, Open Checkbook, Integrated Collection System, Automated Meter Reading System, Police and Fire Applications (FireHouse, QED, Digital Headquarters, and COPLINK), and numerous Town and School websites.

Budget Statement

The operating budget increased by over \$71,210 to pay for the Town's permit software and increases to the yearly Munis maintenance contract.

FY2022 Objectives

- Install IT Infrastructure as part of Central School Renovation.
- Install IT Infrastructure as part of DPW New Construction and Renovation Projects (Ongoing Multi Year)
- Replace existing Email system with Hosted version of Office 365.
- Relocate IT Data Center and Staff relocation to the renovated DPW facility.
- Participate in IT Infrastructure design of new High School and DPW Buildings
- Implement Munis Utility Billing over a two year period.

PROGRAM COSTS

Information Technology	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	690,878	744,162	703,264	698,923
Expenses	409,818	390,018	563,003	634,213
Total	1,100,696	1,134,180	1,266,267	1,333,136

Information Technology	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	5	5	5	5
Total	7	7	7	7



Major Accomplishments 2020

- COVID-19 affected the delivery of all Town and School Services to the public. The COVID-19 related state mandated school closure forced the district to implement remote learning in March 2020. The department successfully distributed 4,000 devices to students.
- The IT Department implemented a cloud-based firewall/content filtering solution to mitigate risks of students' online, remote learning environment:
 - to proactively and automatically provision and maintain every device;
 - to deploy software remotely and adjust device settings and configurations;
 - to offer remote support tools that enabled IT staff to seamlessly connect to an end user device;
 - to provide support in a proactive manner by automatically detect flaws while repairing, and installing missing or corrupted applications or updates; and
 - to provide remote troubleshooting, technical assistance, and deploy software all in a zero-touch environment.
- Purchased, provisioned, and made appointments to distribute 600 Teacher MacBook Airs. Teaching and Learning Models changed back in March with the influx of the COVID-19 pandemic. Students and staff were required to work from home. All teachers needed to have devices that would perform remotely at a high rate of efficiency and power.
- Support of Multiple Devices from home required the purchase of 600 Port Replicators. Home teaching required the use of multiple monitors and other devices normally available in the classroom. We needed the ability to connect these devices from a home office/classroom.
- Teaching models shift during pandemic led to classrooms being outfitted with new AV equipment.

Equipment

- The Brackett and Peirce Elementary School classrooms and multipurpose rooms had ceiling mounted projectors and light-speed sound systems installed to bring their projection and sound systems on par with other elementary schools across the District.
- Purchased, provisioned, and distributed 1,000 iPads for students in Grades Pre K-3. Our iPad inventory had not been refreshed totally over the last 4 years. We were also outfitting the Menotomy Pre School with devices in case they all went remote. We distributed 975 iPads to be used in class and at home. The safety purpose was to eliminate the shared cart model in the classrooms.

Major Accomplishments 2020 (cont.)

- Purchased, provisioned, and distributed 1,200 Chromebooks to support remote learning. We replaced and upgraded a number of aging Chromebooks whose CPU's and memory would not support the variety of remote learning tools that were needed to deliver classes and content to remote and hybrid teaching models.
- Migration of Inspectional Services application, database, and webpage
- Conducted an incremental and continual data transfer from 16+ year old Inspectional Services database system to newer database on a new server. Work continues to migrate the web application working on the new server to better enable residents, contractors, and staff seamless access to permitting data.

Town computer operating system upgrades

- IT staff upgraded all Town computers (300+) from Windows 7 to Windows 10, which provides improved tool and security. IT educated and empowered users to assist with the upgrade, which will allow people to move to Office 365.
- Conducted an audit and created an inventory of all Chromebooks in Ottoson School. The results justified the replacement of a majority of devices older than 3 years with refurbished devices returned from the elementary schools after their upgrade over the summer. In total, we replaced 11 carts of Chromebooks, totaling over 600 devices having their condition verified, as well as being physically moved.
- Migration of automated water meter reading system. In collaboration with DPW, IT continued with the migration of automated meter reading (AMR) migrating from the Itron AMR system to a Sensus AMR system. This work involves extracting data out of Arlington's ICS, reconfiguring that data, and adding new data to match the AMR System
- MUNIS Utility Billing. Water and sewer is the remaining billing system using the Town's custom built ICS system and is slated for conversion to MUNIS in 2021. IT is leading the team, which includes Public Works, Treasurer, Comptroller, and consultants. The team is focusing on building the foundation for the new system, including table set up and file layouts for communication between databases.
- VOIP migration complete. Completed migration of every Town and School Buildings to the new VOIP telephone system.
- Town computer operating system upgrades to support Office 365 Roll Out. IT is in the process of updating and upgrading the domain controller server and the backup domain controller in preparation for the upcoming Microsoft Office 365 town-wide implementation.



Major Accomplishments 2020 (cont.)

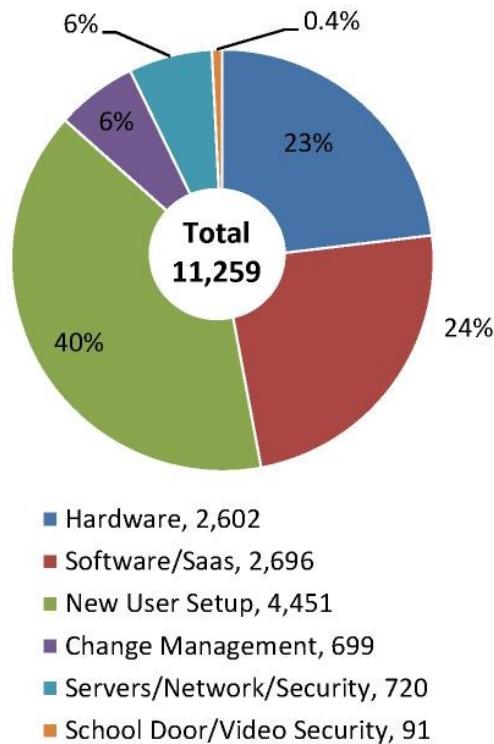
- Development to support to migration to Sensus water meter platform. IT developed tools to extract ICS data for use in Sensus Analytics, and to read raw Sensus Analytics data and import into ICS's quarterly meter read snapshot.
- Town building construction support. IT is providing support and technical consultation to project teams and other consultants for construction projects at Parmenter School, Arlington High School, Community Center, and DPW.
- Cost saving transition solar panel displays. IT upgraded and replaced AHS, Thompson, Dallin, Peirce, and Stratton schools' solar panel display computers from Windows 7 devices to Chromebit devices with Chrome Operating System. This resulted in several cost savings and security improvements that will benefit the Schools and Facilities Departments.
- Development and launch of smoke and carbon dioxide scheduling tool. IT built a smoke and CO₂ inspection scheduler and an internal management system for the Fire Department. This tool replaces the previous phone call and paper system, empowers customers, provides transparency, provides 24/7 access to scheduling, and automates staff workflows.
- Public Records Requests. There has been a sharp increase public records requests on both the Town and School Departments. More resources have been dedicated to this activity.
- Inspectional Services' system upgrades. The department's document scanning application was tested and enhancements made to improve reliability and efficiency. IT Staff also completed a rebuild of inspections application to improve the web display to be more compatible with various web browsers.
- PowerSchool SIS and GIS interface. IT has re-designed and improved the system to be able to map the assignment of students in buffer zones.
- Installed and Provisioned IT Infrastructure and Student Devices for the Parmenter School. Provisioned and Installed all IT and RCN Fiber Services to support classrooms and administrative areas under budget and on-time for the opening of School at the Menotomy Pre-School.

Major Accomplishments 2020 (cont.)

- Expanded the Capability of Town's Virtual Private Network to Support Work From Home Program. The COVID-19 pandemic caused the Town and Schools to implement an "Essential Personnel Only On-Site" policy and the rest of the Town and School workforce worked remotely to continue delivering uninterrupted services to the residents of Arlington.
- Purchased and Provisioned Laptops and Tablets to Support Town Employees Working Remotely. We configured and re-provisioned 100 laptops and tablets for Town employees who were now required to work remotely as most Town offices were closed during the pandemic.
- Managed early Zoom Video Conferences and wrote "Best Practices Document" for Zoom users. The increased use of video conferencing tools drove the need for the early centralized management of video conferencing tools such as, Zoom, Google Meets, and WebEx drove the need for user training and best practices documentation to be written and distributed to new users of the tools.
- Created and Managed Technical Support Teams to assist with the production of the first "Virtual Town Meeting".

**Performance / Workload Indicators**

Below are the performance metrics for the Information Technology Department's recently implemented Town- and School-wide HelpDesk System.

Help Desk Tickets by Category

Hardware category includes all work on user machines, phones, printers, scanners, projectors, cameras, security systems, and does not include servers or networks.

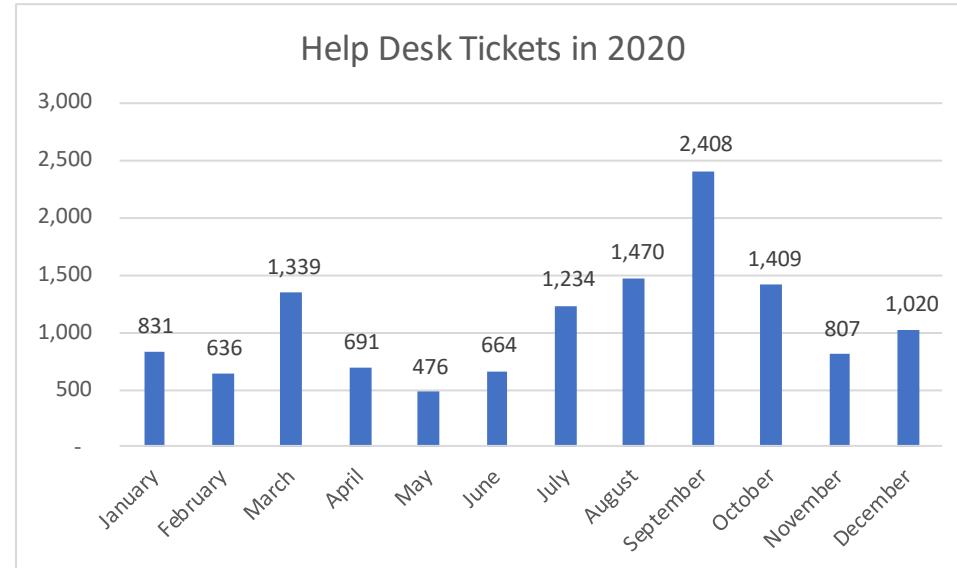
Software category includes Web site, operating systems, and applications software for business and academic use.

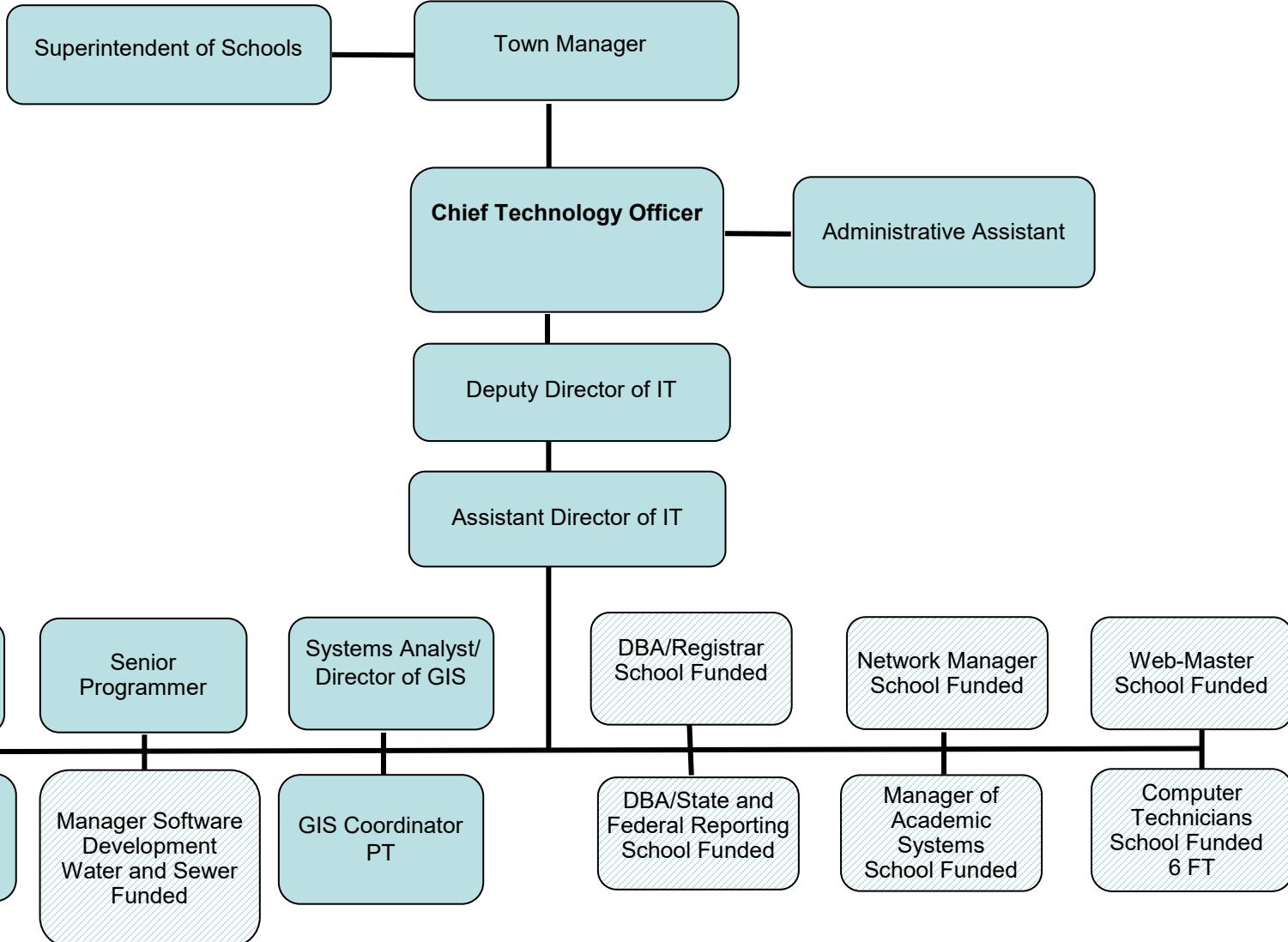
New user category includes new computer and account setup for staff and students.

Change management is alterations to existing systems (backups, patches, updates/upgrades)

Servers/networks category includes all backend work including server and network switch hardware and also includes software related events.

Building Security/Video Security category includes Card Access systems and Video Surveillance systems.







Program Description

The Legal Department commences, prosecutes, and defends all legal actions and other matters on behalf of the Town in all state and federal courts and administrative agencies. The Department functions as a full-service law office handling nearly all of the Town's litigation in-house. In addition to its litigation function, the Department furnishes legal opinions and advice on a daily basis on matters referred to it by the Select Board, the Town Manager, the School Department, and the various Town Department Heads. Additionally, the Department provides legal advice to all Town officials, boards, committees, and employees concerning their legal responsibilities and prerogatives, attends meetings, and counsels Town departments on legal issues related to operational and project-related matters, as they arise. The Department investigates all claims, advises and monitors Town regulatory compliance, and coordinates all legal affairs of local government. The Department also administers, manages and litigates the entire Town's workers' compensation, police and fire line-of-duty, and municipal liability self-insurance programs.

The Department drafts, reviews, and approves a wide range of legal instruments including agreements, applications, contracts, licenses, releases, leases, easements, deeds, and a multitude of other documents required for the orderly accomplishment of the Town's complex municipal legal issues. The Department also advocates for the Town's interests at the appropriate direction of Town officials before state and federal bodies.

The Department will continue to handle as many legal matters in-house as is professionally responsible in an attempt to contain outside counsel costs. The various Town departments have, and will continue to be, counseled in claims avoidance practices and procedures. The Department has updated its claim management system in order to more efficiently and effectively process liability and workers' compensation claims, which has helped to contain costs and expenses. The enhanced network pharmacy program has continued to be both cost effective and beneficial to injured Town employees. The Department will continue its efforts to explore opportunities to mitigate injury risk potential and resulting claim exposure.

PROGRAM COSTS

Legal	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	520,663	584,239	467,157	450,314
Expenses	104,760	147,374	136,665	136,665
Total	625,423	731,613	603,822	586,979

Budget Statement

This is a level services budget.

Major Accomplishments for 2020

- Appeared regularly in the courts and administrative bodies of the Commonwealth ranging from Superior Court litigation to administrative appeals to mandamus requests to the Supreme Judicial court in the prosecution and/or defense of the Town, including garnering dispositive motions in favor of the Town, including in the Supreme Judicial Court, successful hearings, and favorable resolutions of matters, which limited Town liability.
- Prosecuted local administrative matters on behalf of the Town boards and bodies to promote public health and safety in Arlington.
- Investigated, successfully defended and/or adjusted thirty-one M.G.L. Chapter 84 claims (injuries or property damage as a result of a claimed defect in a public way) pending against the Town.
- Investigated, successfully defended and/ or adjusted 11 M.G.L. Chapter 258 claims (Massachusetts Tort Claims Act) pending against the Town.
- Represented the Town in contract and non-Chapter 84/258 claims and disputes involving the Town, including successful defense, avoidance of litigation, or resolution, and co-operative efforts with other municipalities to assert the Town's rights.
- Successfully litigated and concluded several workers' compensation claims. This resulted in a significant savings to the Town.



Major Accomplishments (cont.)

- Streamlined the medical management process between the Town and its various medical providers resulting in time and cost savings.
- Pursuant to M.G. L. Chapter 41 §§100 & 111F, subrogation claims were filed against third parties deemed to be responsible for injuries to Town uniformed personnel. Monetary recovery on these claims has been returned to the General Fund.
- Reorganized the Legal Department following the retirement of the long-time workers' compensation and benefits agent to create Deputy Town Counsel position.
- Prepared warrant articles, reports, bylaw amendments, proposals and position options, and other documents for Annual Town Meeting and Special Town Meeting, including advising departments and committees; appeared at all sessions to advise Town Meeting.
- Offered enhanced trainings for Town Boards and Commissions on their operations, duties, and powers.
- Provided legal support, counsel, and resources for Town staff, boards and bodies regarding the authorities and duties of the Town and its departments throughout the COVID-19 pandemic.
- Supported Town departments with contract drafting, negotiations, review, revisions and research and recording of real property instruments, drafting grant agreements, memorandum of understanding or agreement including revised regional bicycle share agreements, marijuana retailer permits, licenses, and MOUs.

STAFFING

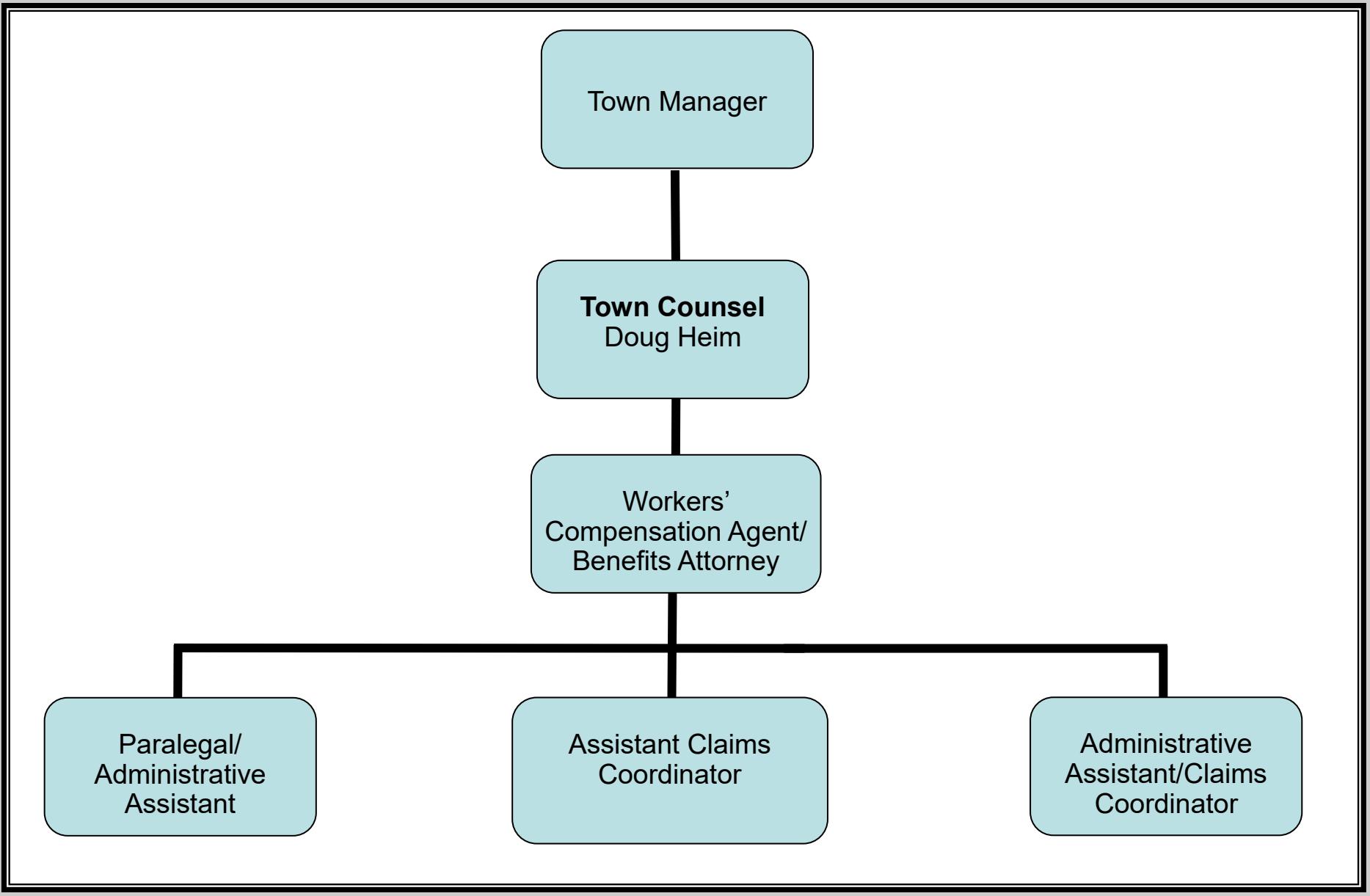
Legal	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	2	2	2	2
Clerical	1.5	1.5	1.8	1.8
Professional/Technical	1	1	1	1
Total	4.5	4.5	4.8	4.8

FY2022 Objectives

- Defend and pursue the Town's interests in active and potential litigation matters, including following the directives of Town Boards and Commissions to assert the Town's rights and policies regarding land use and development.
- Enhance the level and efficiency of services for general legal matters while maintaining the Town Workers Compensation program through the assignment of the Deputy Town Counsel to assist in meeting the needs of Town departments, officers, and public bodies.
- Work with Town departments on efforts to recover and protect Town financial resources from contracted entities and other parties.
- Develop and promulgate legal and policy positions in a variety of substantive areas, including assisting stakeholders in evaluating future policies, especially for land use, zoning, and emerging issues which continue to be at the forefront of Arlington's concerns.
- Foster increased collaboration with other municipalities and State offices to best leverage the Town's legal positions.
- Provide additional training opportunities for Town committees and commissions.

Performance / Workload Indicators

Legal/Worker's Compensation	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
<i>MGL Chapter 84 Claims:</i>				
<i>Personal injury/property damage as a result of a claimed defect in a public way</i>				
Total	23	32	31	32
Claims closed	20	5	10	10
New claims	13	14	11	15
<i>MGL Chapter 258 Claims:</i>				
<i>Massachusetts Tort Claims Act</i>				
Total	41	32	11	30
Claims Closed	17	21	14	20
New claims	18	12	10	15
Fire - Injured on Duty Claims	20	23	22	16
Police - Injured on Duty Claims	13	4	3	6





Program Description

The Town Clerk's Office ensures accurate compliance with changing State Laws relative to the Town Clerk and Registrars of Voters and provides efficient and courteous service to the general public. The Department's primary responsibilities are the following:

- Conduct all elections in conformance with federal and state laws and regulations, prepare the ballot for local elections, certify and report results, and administer campaign finance laws for local elections.
- Record, file, index, and certify all documents, licenses, permits, and vital statistics (births, deaths, and marriages).
- Serve as Clerk to Town Meeting, take attendance, certify votes, submit bylaw articles to the Attorney General for approval, and publish and codify the Town's Zoning and General Bylaws.
- Conduct an annual listing of all residents/voters, maintain the State's Central Voter Registry, and publish the Annual Street List.
- License dogs, storage of flammable materials, and raffles.
- Maintain a high level of customer service providing general information to both the public and other Town departments.
- Swear in newly elected officials, police officers, and appointed/reappointed committee members.
- Certify nomination papers, petition forms, residency, voter certificates, welcome home bonus certificates, and warrant articles.

Budget Statement

In the past, the Town Clerk's Office and the Registrar's have requested level-funded operating budgets. For Fiscal Year 2022, the Clerk plans to update poll packs and to provide additional staff training and will require additional operating funds.

PROGRAM COSTS

Town Clerk	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	244,169	340,794	238,959	241,716
Expenses	18,251	26,363	29,260	29,260
Total	262,420	367,157	268,219	270,976

PROGRAM COSTS

Board of Registrars	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	57,217	59,956	59,562	59,762
Expenses	13,250	8,809	13,250	13,250
Total	70,467	68,766	72,812	73,012

STAFFING

Town Clerk	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Clerical	2	2	2	2
Professional/Technical	1	1	1	1
Total	4	4	4	4

STAFFING

Board of Registrars	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Total	1	1	1	1



FY2022 Objectives

- Have the ability to use credit cards in the near future for payment of licenses and permits.
- Preserve vital records via scanning.

Performance / Workload Indicators

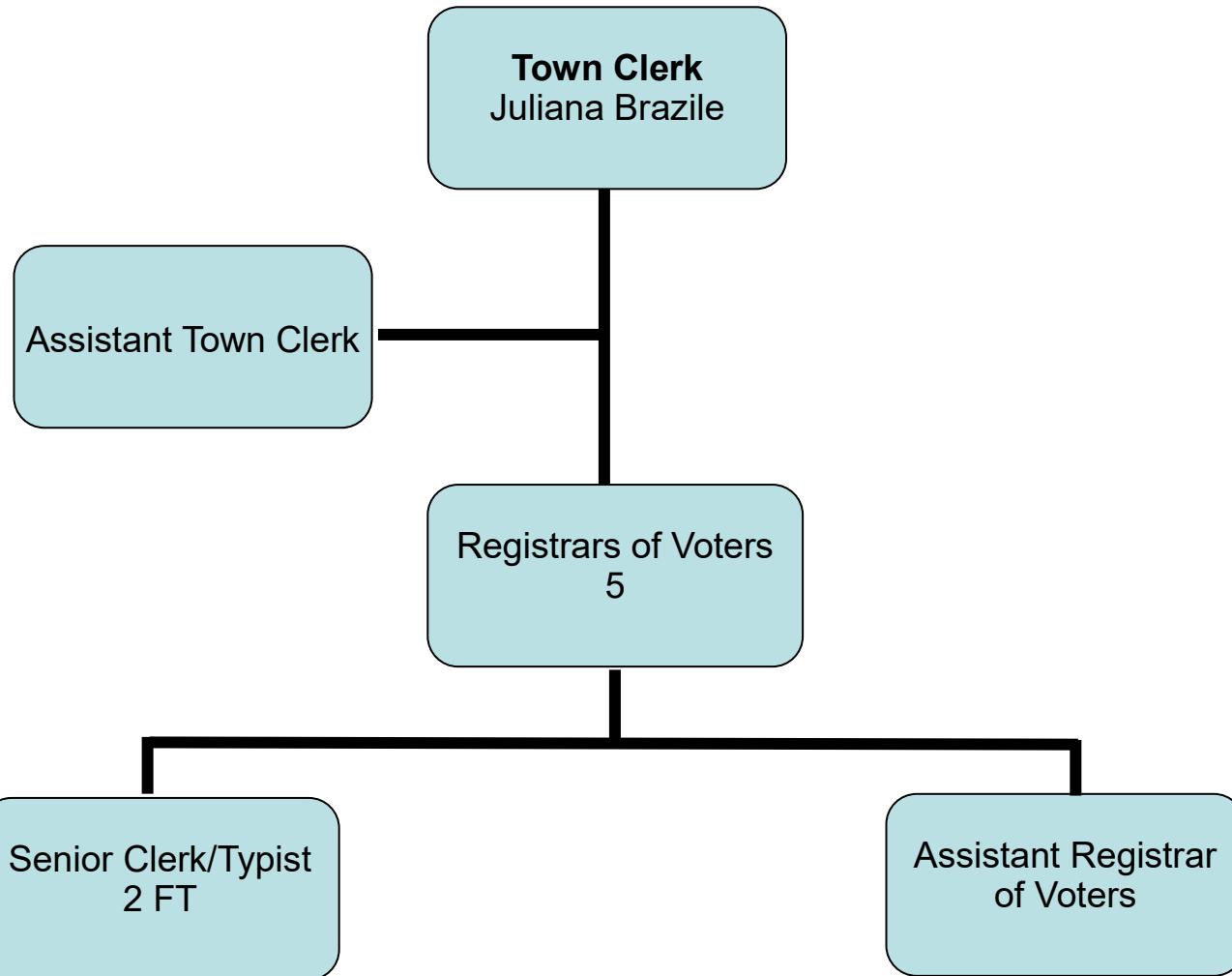
Town Clerk	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Marriage Licenses	184	176	*101	130
Death Certificates	357	354	426	400
Birth Certificates	506	513	474	500
Dog Licenses	2,047	2,200	2,086	2,100
Town Meeting Sessions**	4	7	1	10
Special Town Meeting Sessions**	2	2	0	6
Registered Voters	31,116	32,000	32,475	33,000
Fees Generated	\$ 104,303	\$ 113,000	\$ 96,303	\$ 100,000

*Lower number likely due to COVID-19

**Reporting the number of nights Town Meeting or Special Town Meeting are in session.

Major Accomplishments for 2020

- Submitted all bylaw amendments voted at town meeting to the Attorney General's Office for approval.
- Completed bond certification documents to be filed by the Treasurer's Office and submitted loan authorization materials to the Department of Revenue.
- Sent electronic documents to Town Meeting members that signed up for them.
- Emailed ballots to voters living overseas.





Program Description

The Treasurer, as the Parking Clerk appointed by the Select Board, manages the collection of parking fines and issues parking permits and:

- Collects payments for parking violations issued by the Police Department.
- Collects, processes, and reconciles all monies received from parking meters.
- Bills delinquent parking violations.
- Resolves parking violation appeals and coordinates hearing process by Hearing Officer.
- Marks and clears delinquent parking tickets with the Registry of Motor Vehicles.
- Manages the operation of parking machines/kiosks in Town and coordinates installation of parking meters, with maintenance support from DPW/Maintenance.
- Manages, administers and processes all parking permits and the special permits program.

Budget Statement

This is a level service budget.

Major Accomplishments for 2020

- Oversaw installation of 19 new single space parking meters on Broadway between Franklin Street and Webster Street.
- Continued implementation of new parking collection and billing software.
- Regularly scheduled parking ticket hearings.
- Worked with Comptroller's office to establish Chart of Accounts for Parking.
- Worked with Registry of Motor Vehicles software upgrade to load Parking data files.
- Updated application and distribution process for parking permits.
- Implemented option for parking application by phone.

PROGRAM COSTS

Parking	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	71,035	28,332	74,352	74,552
Expenses	6,757	9,406	20,780	20,780
Total	77,792	37,738	95,132	95,332

STAFFING

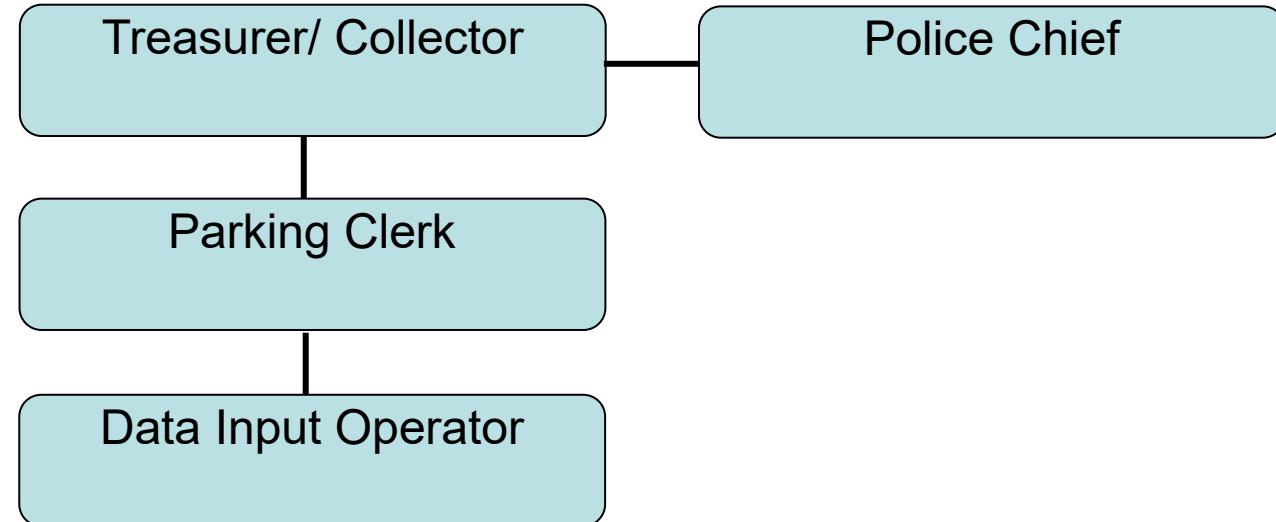
Parking	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Total	1	1	1	1

FY2022 Objectives

- Work with the Parking Advisory Committee to implement projects associated with the Parking Benefits District.
- Review the schedule for installation of additional parking meters and replacement of meters.

Performance / Workload Indicators

Parking	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Number of tickets issued	16,786	14,972	11,183	16,000
Revenue	\$ 426,025	\$ 309,455	\$ 188,550	\$ 310,000
Meters Collected	\$ 548,045	\$ 546,777	\$ 416,927	\$ 450,000
Parking Permits	\$ 179,480	\$ 138,700	\$ 112,448	\$ 150,000
Total Violations /Meter/Permit Revenue	\$ 1,153,550	\$ 994,932	\$ 717,925	\$ 910,000





Program Description

The Arlington Department of Planning and Community Development (DPCD) oversees planning and community development activities within the town and is committed to improving the quality of life in Arlington by improving housing opportunities, transportation access, and economic development to enhance the vitality of our business districts, and preserving and promoting our community's natural, historic, and cultural resources.

The Department oversees many key town-wide initiatives including Master Plan implementation, the development of Connect Arlington, the town's long-range transportation plan, net zero planning initiatives, and a range of efforts in our business districts. The Department administers the Town's federal Community Development Block Grant Program and has done so since the program's inception in 1974. The Department also provides staff support to many Town boards, commissions, and committees, including the Arlington Redevelopment Board (ARB), the Town's Planning Board and redevelopment authority. The ARB manages three town buildings: Jefferson Cutter House with Whittemore Park, Central School, and 23 Maple Street.

Department staff also represent the Town on a number of regional bodies: the Boston Metropolitan Planning Organization (MPO); the North Suburban HOME Consortium; the Somerville-Arlington Continuum of Care; the Metropolitan Area Planning Council (Council, Executive Committee, and MetroCommon 2050 External Advisory Committee); Metropolitan Mayors Coalition's Climate Preparedness Taskforce and Regional Housing Partnership; Mystic River Watershed Association Resilient Mystic Collaborative; and the Charles River Watershed Association Climate Compact.

Budget Statement

This is a level service budget.

PROGRAM COSTS

Planning & Community Development	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	508,512	647,096	678,337	699,731
Expenses	24,344	25,821	27,821	27,821
Total	532,855	672,917	706,158	727,552

STAFFING

Planning & Community Development	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	6	6	6	6
Total	8	8	8	8



FY2022 Objectives

Implementation of the Arlington Master Plan, adopted in 2015, is the Department's top priority. Our Master Plan implementation activities in FY22 will be on updating the Housing Production Plan, Open Space and Recreation Plan, and a Fair Housing Action Plan, as well as amending the Zoning Bylaw to be consistent with the Master Plan to increase housing options and access to those options, incentivize new development that is sustainable and resilient in all zoning districts, and remove barriers to achieving economic development and sustainable transportation goals. This work will be accomplished with the Arlington Redevelopment Board, Master Plan Implementation Committee, and Zoning Bylaw Working Group with robust community engagement. Additionally, the Department will:

- Work with Sustainable Transportation Plan Advisory Committee to complete Connect Arlington, the town's long-range transportation plan, and begin plan implementation of near-term strategies.
- Work with the Clean Energy Future Committee to implement Net Zero Action Plan strategies.
- Work with Open Space Committee to develop a five-year Open Space and Recreation Plan for 2021 to 2026.
- Work with Housing Plan Implementation Committee to develop a five-year Housing Production Plan for 2021 to 2026.
- Work with Arlington Human Rights Commission to complete the Fair Housing Action Plan with local strategies to comply with fair housing laws.
- Continue implementation of the Arts and Culture Action Plan, including identifying new income streams to support the arts and incorporating art into town projects.
- Complete research and engagement to create a Minuteman Bikeway Vision Plan to align with current and future use, incorporate public art, and improves multi-modal connections.
- Produce a town-wide archaeological survey to inventory known archaeological resources in Arlington, such as along the Mill Brook corridor, and identify areas of high archaeological potential to provide a guide for planning and preservation.
- Develop a town-wide Stormwater Management Plan and plan for enhanced stormwater management to comply with the Municipal Separate Storm Sewer System (MS4) permit in conjunction with Department of Public Works and with technical assistance from the Environmental Protection Agency Mystic River Watershed Stormwater

Objectives (cont.)

- Management Community Support program.
- In partnership with the Conservation Commission, Parks and Recreation Commission, and community partners develop a long-range management and stewardship plan for Town-owned lands.
- Create new Complete Streets Action Plan for fiscal years 2022-2027.

Arlington Redevelopment Board FY2022 Objectives

- Make capital improvements to properties in the Arlington Redevelopment Board portfolio, including ADA and window upgrades at 23 Maple Street and ADA upgrades at the Jefferson Cutter House and adjacent improvements to Whittemore Park.
- Ensure that ARB properties are fully-tenanted and financially stable and that all physical assets are maintained and improved
- Advance Zoning Bylaw amendments to future Town Meeting to encourage development and redevelopment opportunities to generate a full range of housing options for all incomes and housing types and also encourage mixed-use development, and new commercial development.
- Review progress on implementation of the Master Plan, including adopting formal amendments to Master Plan based upon recent completion of long-range plans, including transportation and energy. Modify and update Master Plan Working Groups as needed.
- In alignment with Town effort to modernize permitting processes, convene representatives from the Select Board, Conservation Commission, Historical Commission, Historic Districts Commission, Zoning Board of Appeals, and Board of Health
- Review and consider amendments to Arlington's Design Standards, including Town Meeting appropriation to fully update standards.
- Participate in range of Town committees and initiatives that advance community planning goals, including Master Plan Implementation Committee and Working Groups, Envision Arlington Standing Committee, Open Space Committee, Housing Plan Implementation Committee, Arlington Heights Action Plan and Community Preservation Act Committee.



Major Accomplishments for 2020

Though the onset of the pandemic made it challenging to engage our community and slowed some of our work and achievements initially, the Department is proud to have been able to accomplish a substantial amount of short and long-range planning work. The team proved invaluable to the community continuing to permit small and larger-scale projects through the Redevelopment Board and Conservation Commission, and supporting research and reviews for the Select Board, Historical Commission, and Zoning Board of Appeals, including two Comprehensive Permit applications.

Most critically, the Planning and Community Development team members showed their nimbleness and responsiveness in the midst of uncertainty. The Department's responsiveness ensured continuation of service to the public and showed care for the Arlington community. In many cases, members of the DPCD team served in dual capacities for the Town, assuming both their regular responsibilities and additional duties to respond to the pandemic. This includes Emily Sullivan who assisted the Department of Health and Human Services with support on health inspections and contact tracing. Ms. Sullivan also supported the Town's Virtual Town Meeting. Ali Carter assisted the Leadership Response Team with assistance to and guidance for Arlington's business community. Kelly Lynema assisted the Leadership Response Team with communications strategy, graphic design, and community outreach. Erin Zwirko served as interim Community Development Program Manager advancing a multi-million dollar Community Development Block Grant Program buoyed by additional funds through the CARES Act and designed to serve those hardest hit by the pandemic. The team as a whole proved more than able to transition to remote meetings, collectively leading and facilitating numerous public meetings during the pandemic. Remote meetings were a draw in Arlington with some meeting attendance rising by large percentages as more people gained access to online meetings usually held in Town Hall meeting rooms.

The combination of three long-time staff retiring in the prior year and the onset of the pandemic which led to restrictions on inspections and to the closure of the Menotomy Weatherization Program. The Town is grateful for the years of being able to serve Arlington and area communities with home

Major Accomplishments (cont.)

energy improvements for income-eligible renters and owners. Community Action Programs Inner-City, Inc. (CAPIC) is now serving Arlington households through their well-established weatherization program.

While the pandemic altered how the Department worked, the Department continued to implement the goals and objectives of the Master Plan with particular focus on advancing housing, economic development, transportation, and historic and cultural resource strategies by:

- Developing Connect Arlington – the Town's first Sustainable Mobility Plan with the support of the Sustainable Transportation Plan Advisory Committee. The plan provides a timeline for helping the town improve how people move around the community using public or private transportation, such as driving, walking, bicycling, or accessing and riding in buses, taxis or other car services, or other transportation systems.
- Developing a Net Zero Action Plan – to help the town become carbon-neutral ("net-zero") by 2050 with the support of the Clean Energy Future Committee. Prohibiting fossil fuel infrastructure in new construction and in building undergoing significant rehabilitation was identified as an early strategy to advance. The Committee worked with staff and community organizations to develop a Home Rule petition and bylaw amendment which was approved by Town Meeting.
- Developing Fair Housing Action Plan, including research on current barriers to housing, discrimination complaints, and challenges to availability of housing opportunities in Arlington. Once completed, the plan will provide local strategies to comply with federal and state fair housing laws to ensure availability and accessibility of housing for protected classes.
- Continuing to implement the Arlington Heights Neighborhood Action Plan Committee to advance installation of public art and parklets in the business district.
- Continuing Housing Production Plan implementation with the Housing Plan Implementation Committee, including celebrating the groundbreaking by Housing Corporation of Arlington at 19R Park Avenue (known as Downing Square) and 117 Broadway. The two all-affordable housing developments will add 48 new homes and 117 Broadway will include ground floor space for an Arlington EATS



Major Accomplishments (cont.)

marketplace. The Downing Square Broadway Initiative is supported by a combination of local and state funds and the Low Income Housing Tax Credit Program. The HPIC also drafted a bylaw to establish a Municipal Affordable Housing Trust Fund which will be a public body that helps support and aggregate funds for the creation and preservation of affordable homes in Arlington. The Committee also worked to advance a Real Estate Transfer Fee proposal which will be advanced at a future Town Meeting.

- Continuing work with merchant associations and the Chamber of Commerce to understand their challenges and opportunities and direct resources to assist with business development, recruitment, and retention, particularly to address concerns raised by the pandemic.
- Forming the Arlington Economic Development Recovery Task Force to help drive and revive our town's economic recovery and provide the Town with guidance in order to create policies and procedures in Arlington that meet real needs and address concerns of health and safety, particularly in relation to the business community. The Task Force is designed to help inform the town's longer-term economic recovery to ensure the long-term health and stability of our business districts. The Task Force successfully advanced recommendations to reduce financial burdens on local businesses, to encourage shopping locally during the holiday season, to streamline reviews and permitting, and to implement amenities for outdoor dining and outdoor classes and fitness.
- Continuing to finalize design plans and construction documents for work on Phase I of Whittemore Park.
- Securing Green Communities funding for Arlington to improve energy efficiency for town-owned buildings, including installing new LED lighting at the gym and locker rooms in the Otoson Middle School, new LED lighting at the Bishop Elementary School, and new LED exterior flood lights at the Jefferson Cutter House.
- Reviewing ZBA cases, licenses, and permits, including M.G.L. Chapter 40B Comprehensive Permit applications and small cell wireless facilities.

Of particular note, are the following highlights:

- After years of discussions about bringing regional bikeshare options to Arlington, 2020 was the year that happened. Arlington received a

Major Accomplishments (cont.)

regional grant with Newton, Watertown, and Chelsea and an appropriation from Town Meeting to join the Bluebikes regional bikeshare system. After a public engagement and mapping process, staff identified five locations for bike stations, docks with ten bikes each. Docks were installed at the Railroad Lot and the Minuteman Bikeway, Thorndike Field, Linwood Street at the Minuteman Bikeway, Grafton Street at Mass Ave, and Broadway at Grafton Street.

- The Town implemented its annual Community Development Block Grant Program (CDBG) with over \$1.1 million which funded eight public service agencies to assist individuals and families with low-to moderate-income with daily transportation, access to jobs, food security, scholarships to athletic and summer camp programs, tutoring services, and access to mental health and adult day health services. CDBG funds enabled these social service agencies to support 1,457 Arlington residents. Two rounds of additional funding were received through an additional allocation of CDBG funds known as CDBG-CV made possible by the Coronavirus Aid, Relief, and Economic Security (CARES) Act. \$59,903 in CDBG-CV assistance enabled public service agencies to support those impacted by the COVID-19 pandemic to assist an additional 18,360 residents. Food Link, Inc. and Arlington EATS helped families confronting food insecurity and the Arlington Boys and Girls Club provided additional childcare services. CDBG-CV also supported residents and small business owners during the pandemic. A \$400,000 Emergency Tenant Assistance Program helped 88 individuals and the Housing Corporation of Arlington aided twenty-one people in maintaining stable housing. An additional \$300,000 in Community Preservation Act funds were leveraged to provide additional funding to Arlington renters who are earning at or below 50% of the Area Median Income and are struggling to make rental payments due to the coronavirus pandemic. The \$200,000 Arlington Microenterprise Program supported 25 businesses with up to five employees; an additional \$250,000 was allocated to support businesses with up to 20 employees. \$120,485 was allocated to the School Department to support supplemental tutoring for students struggling with the altered remote schooling format and to the Health and Human Services Department to establish a COVID testing center on-site for tenants who live at housing authority properties.



Major Accomplishments (cont.)

- The Department devoted special attention to transportation and mobility activities during the pandemic by enhancing public and private outdoor seating, ensuring pedestrian safety, and providing bicycle parking infrastructure. The Town converted five parking spaces, small roadways, and pedestrian alleyways into safer areas to dine outdoors, walk, and travel by bicycle to assist businesses by providing additional public space for customer use and a safer means of access to commercial centers during the pandemic. Additionally, the Town installed traffic calming elements in East Arlington to encourage safe social distancing and additional safe, recreational amenities for residents in close proximity to the heavily-traveled Minuteman Bikeway.
- The Central School building at 20 Academy Street and 27 Maple Street, the centerpiece in the ARB's redevelopment property portfolio, received the first significant renovation to and reprogramming at the building since the 1980s. Renovations were delayed due to the pandemic, but the \$8 million renovation began in spring 2020 to achieve three goals: developing a modern, expanding space on the ground and first floors dedicated to the Council on Aging, Arlington Senior Association, and community events and activities; improving major building systems, including HVAC, electrical, bathrooms, and the building exterior; and relocating the Health and Human Services Department, including Veterans' Services, to the 2nd floor. The building will also become fully accessible and compliant with the Americans with Disabilities Act. The Department of Health and Human Services also raised funds to fully furnish and equip the new Center upon its completion.

Major Accomplishments 2020 Arlington Redevelopment Board

- Capital improvements were made to properties in the Arlington Redevelopment Board portfolio, including significant renovations to the Central School and a boiler replacement at the Jefferson Cutter House.
- Developed Residential Design Guidelines and recommended options for a Design Review process.
- Completed an Economic Analysis of Industrial Zoning Districts which led to zoning recommendations being advanced to Town Meeting.
- Advanced Zoning Bylaw amendments to facilitate mixed-use

Major Accomplishments (cont.)

- development and new commercial development by amending parking reductions in the B3 and B5 Zoning Districts.
- Continued to review progress on implementation of the Master Plan.
- Participated in a range of Town committees and initiatives that advanced community planning goals, including the Master Plan Implementation Committee, Zoning Bylaw Working Group, Arlington Heights Neighborhood Action Plan Implementation Committee, Envision Arlington Standing Committee and Advisory Committee, Open Space Committee, Housing Plan Implementation Committee, and Community Preservation Act Committee.

Performance / Workload Indicators

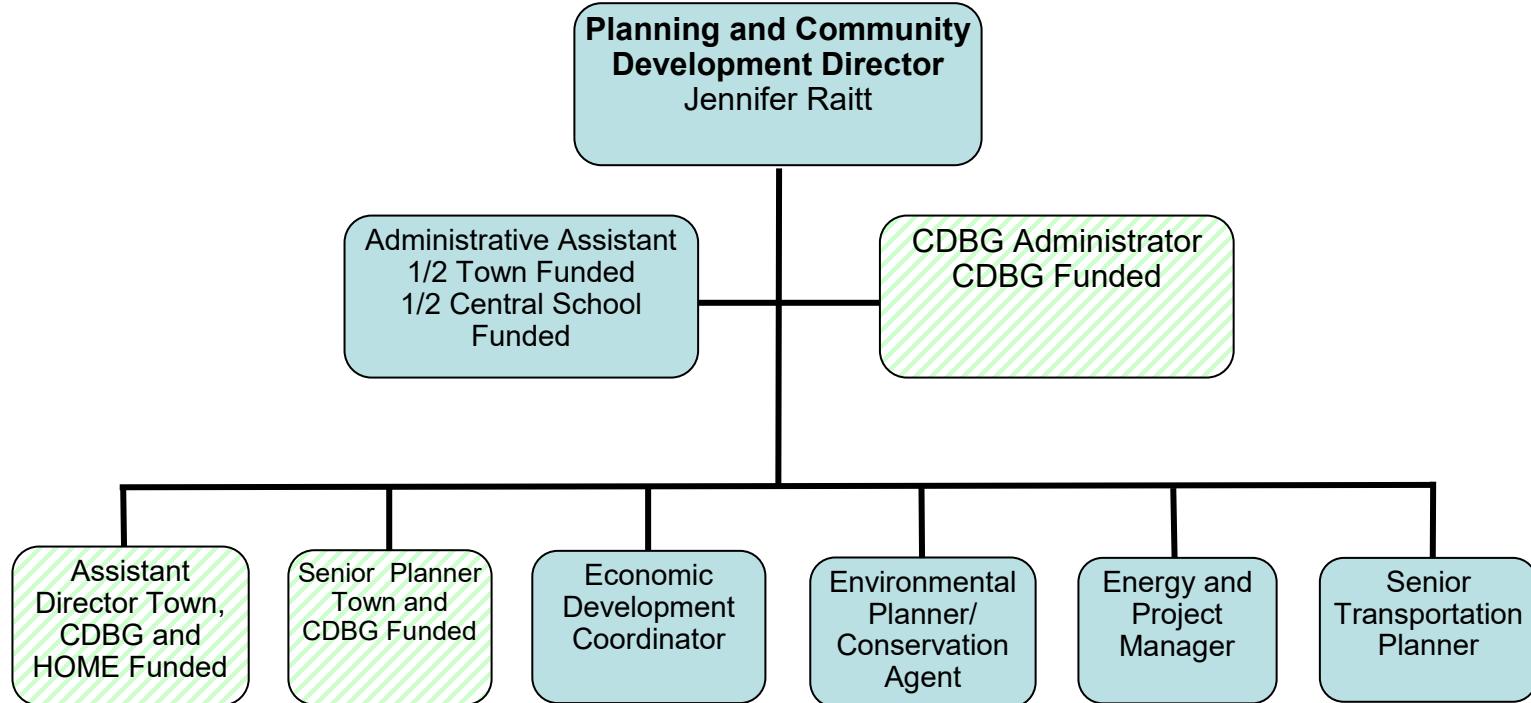
Conservation Commission	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Commission meetings attended	30	22	31	30
Conservation Permits	20	29	29	29
Site inspections	50	30	110	80
Filing Fees	\$ 10,500	\$ 10,974	\$ 10,475	\$ 10,500

Performance / Workload Indicators

Planning & Community Development	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
CDBG Funds Administered	\$ 1,029,587	\$ 1,111,355	**\$1,781,670	\$ 1,100,000
Other public or private grant funds secured	\$ 913,475	\$ 1,643,166	\$ 439,768	\$ 500,000
Plans, Designs, Analyses	40			
Plans initiated or created		12	12	12
Designs initiated or created		8	8	8
Analyses initiated or created		4	4	4
Room rental fees	\$ 10,000	\$ 10,637	\$ 7,242	\$ 25,000
Room reservations administered	400	778	*277	500
Sign Permit Applications Reviewed	20	20	15	20
Contracts negotiated and administered	10	10	10	10
Zoning Board Applications reviewed	20	25	37	25
Businesses/Merchants Assists	200	108	390	200
Environmental Design Review (EDR) special permits administered	8	9	9	9
Licenses reviewed	25	21	18	25

*89 Room reservation requests were canceled due to COVID-19

**Includes \$980,388 in CARES funding



**Program Description**

The Zoning Board of Appeals interprets and enforces the Zoning Bylaw for the Town of Arlington. Hearings are generally held on the second and fourth Tuesdays of the month, as needed. The Board is comprised of the Chairman and four appointees, including an attorney and a licensed architect who listen to testimony and render decisions based on a unanimous vote of the board. It is the Board's responsibility to issue the legal documentation required relative to the approval or denial of each petition. There are also two alternate members who may sit in absence of a regular member.

Budget Statement

The Zoning Board of Appeals has a level funded budget for FY22.

FY2022 Objectives

- Work with the Inspections Division and the Planning Department to provide the services required to support the Zoning Bylaw.
- Provide prompt and informed decisions on all applications submitted to the Zoning Board of Appeals.
- Make decisions that uphold the original intent of the Zoning Bylaw.
- Instill confidence in petitioners and applicants that they have been rendered a fair and equitable decision.

Major Accomplishments for 2020

- Heard and rendered 35 petitions for special permits and variances.
- Added Novus Agenda, allowing the public to share cases more easily
- Dramatically reduced the number of continuances and instead permitted projects with conditions, allowing projects to move ahead more quickly.

PROGRAM COSTS

Zoning Board of Appeals	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	17,948	8,158	22,834	22,834
Expenses	2,854	3,535	10,100	10,300
Total	20,802	11,693	32,934	33,134

STAFFING

Zoning Board of Appeals	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	0	0	0	0
Clerical	0.5	0.5	0.29	0.29
Professional/Technical	0	0	0	0
Total	0.5	0.5	0.29	0.29

Performance / Workload Indicators

Zoning Board of Appeals	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Applications	30	25	22	30
Hearings	35	25	24	30
Revenue	\$ 12,000	\$ 10,000	\$ 8,000	\$ 12,000
Continuances	14	6	4	2
Decisions with Conditions	16	13	20	27



Zoning Board of Appeals
5 Member Board

Principal Clerk
1 PT



Program Description

The Facilities Department is responsible for the repair and maintenance of all Town and School buildings. It oversees 34 buildings, 11 schools and 23 town totaling nearly 1.34 million square feet. School buildings include: 7 elementary schools, the Ottoson and Gibbs Schools, and Arlington High School. Town buildings include: Robbins and Fox Libraries, Town Hall and Annex, 4 DPW buildings, 3 Fire Stations, Police Station, Mt. Pleasant Cemetery chapel and garage, Whittemore Robbins House, Cottage and Carriage House, Parmenter School, Jarvis House, Community Center, 23 Maple St., Jefferson Cutter House, Dallin Library (ACM), Mt. Gilboa House, Reservoir beach and pump houses, and Spy Pond Field House.

The Department oversees repair and maintenance programs based on preventive maintenance standards, inspections for life safety and legal compliance, and repairs and cleaning to maintain the facilities in good working order. The Department staff oversees capital projects, building maintenance, and custodial cleaning. The Department coordinates regular building assessments and annual evaluations.

Capital projects and building upgrades with budgets ranging from \$5k to \$500k are mostly performed by third party contractors, with planning, support, and coordination from Department staff. Building maintenance is a staff of 9 full-time craftsmen. The custodial team is 42 custodians - 29 who are in-house and another 13 from a third party service provider. About half of the custodial staff is scheduled to work during regular business hours while the rest perform their duties after regular hours, under the supervision of a custodial night supervisor.

PROGRAM COSTS

Facilities	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	337,813	346,803	489,787	496,263
Expenses	236,237	278,667	425,044	425,044
Total	574,050	625,470	914,831	921,307

STAFFING

Facilities	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Professional/Technical	4.83	4.83	5.11	5.11
Total	5.83	5.83	6.11	6.11

Budget Statement

The Facilities Department budget is level funded for FY22, and covers costs associated with 10 Town buildings, including: Town Hall, 4 DPW buildings, Jarvis House, Mt Gilboa, Fox Library, Parmenter School building, and the Dallin Library building. The budgets for other buildings remain decentralized in the respective departmental budget.

FY2022 Objectives

Organizational

- Fully staff the department by filling the current vacancies.
- Major Projects
- Assist the design and construction teams on the Central School, DPW and AHS projects, especially on specifications to ensure reliability of products and brand consistency across the organization.
- Prepare for relocating the Facilities Department out of the High School building.

Capital Projects and Building Upgrades

- Continue implementing capital projects in accordance with the Capital Plan, including:
- Incorporate on-going formal facility condition assessments at various buildings in the portfolio to allow for proactive capital planning;
- Conduct building envelope study at multiple sites, including Hardy School, Bishop School and Parmenter Building;
- Update existing plan based on life-cycle expectancy of building HVAC, vertical transportation and life safety equipment; and
- Plan, design and complete accessibility improvements in accordance with self-assessment performed by the Institute for Human Centered Design (IHCD).
- Re-launch DudeSolutions work order system across remainder of building portfolio in calendar year 21 (school buildings were re-launched in 2020). The Facilities Department is also considering migrating from the outdated Maintenance Direct and Capital Forecast modules to the upgraded Asset Essentials Platform with predictor module.



Major Accomplishments 2020

Organizational

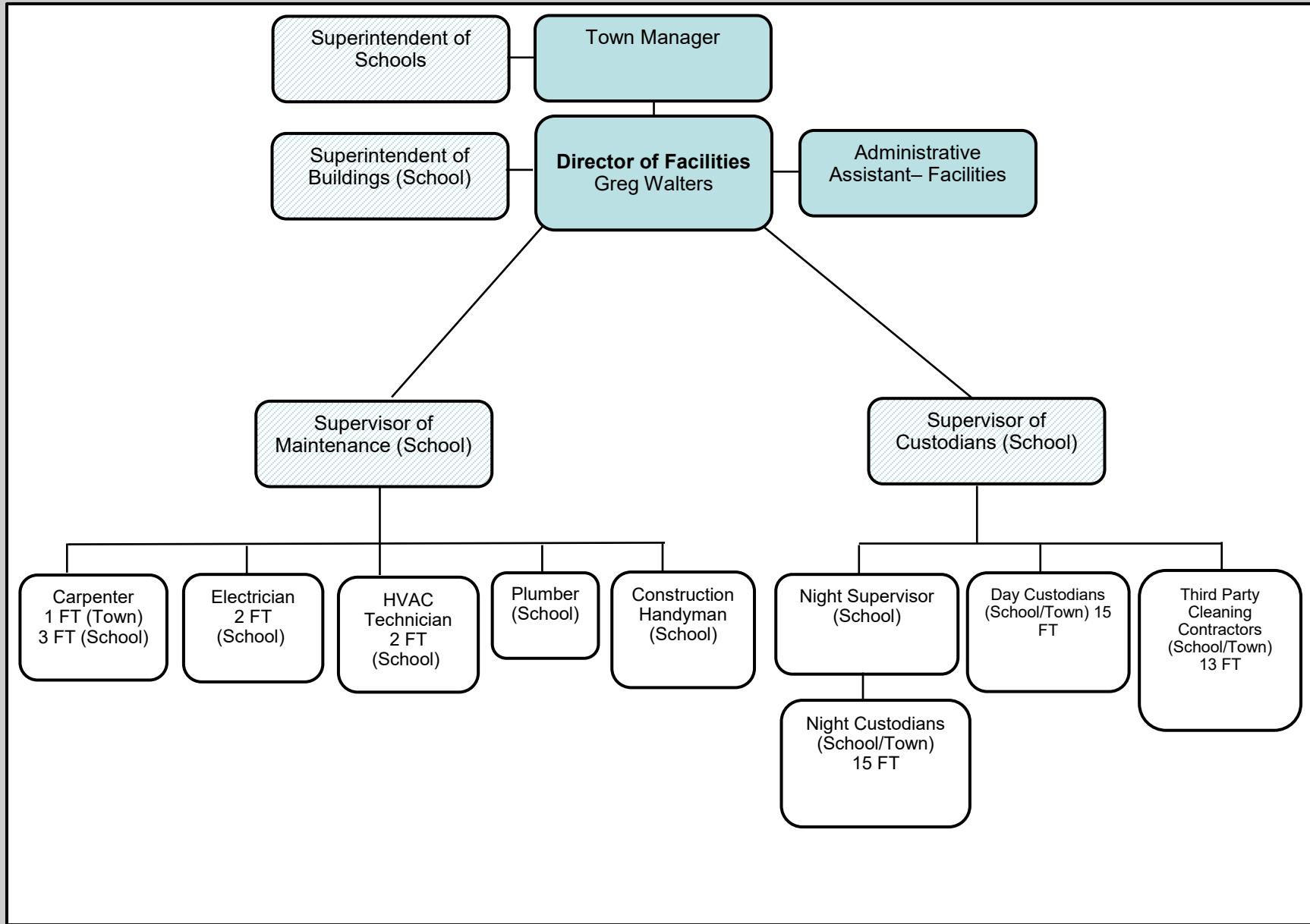
- Hired and trained 2 new craftsmen, and 3 custodians, as well as a new 3rd party cleaning vendor servicing buildings Town-wide.

Major Projects

- Renovated and re-occupied the Parmenter Building as a public school building housing the Menotomy Preschool.
- Completed early enabling phases of Arlington High School building project, including site work, as well as interior renovations of swing space and program relocation.
- Completed early phases of work at the Arlington Community Center.
- Capital Projects and Building Upgrades
- COVID Response: Inspected, re-commissioned, and repaired as necessary all HVAC equipment in the school district that moves air to ensure adequate ventilation for students; consulted with building occupants and users at other sites for COVID-19 protocols; procured readiness and response materials, air filters and air cleaners as necessary; increased sanitization scope and frequency at Town and School buildings.
- Installation of a new chiller on the roof of the Robbins Library.
- Exterior painting at Peirce, Dallin, Brackett, and Stratton Elementary Schools, and Ottoson Middle School.
- Interior painting at Town Hall and Robbins Library, as well as summer painting in schools.
- Installed new canopy at Stratton School.
- Repaired long-standing chronic roof leaks at Robbins Library, Bishop School, and Brackett School.
- Refinished gymnasium floor at Ottoson Middle School.
- Replaced compressor on Bishop Elementary main office rooftop unit.
- Repaired Peirce Elementary School Cafeteria rooftop unit.
- Re-lamped light towers at Peirce Field in-house, resulting in significant cost savings.
- Installed outdoor lighting for parklets.
- Upgraded Building Automation System at Dallin School.
- Completed playground surface repairs at Dallin School.
- Installed window screens at Bishop, Ottoson Middle School, AHS Downs, Parmenter, Gibbs Gym in a short timeframe with significant cost savings.
- Installed new carpeting at Bishop School in library and Principal's Office.

Major Accomplishments 2020 (cont.)

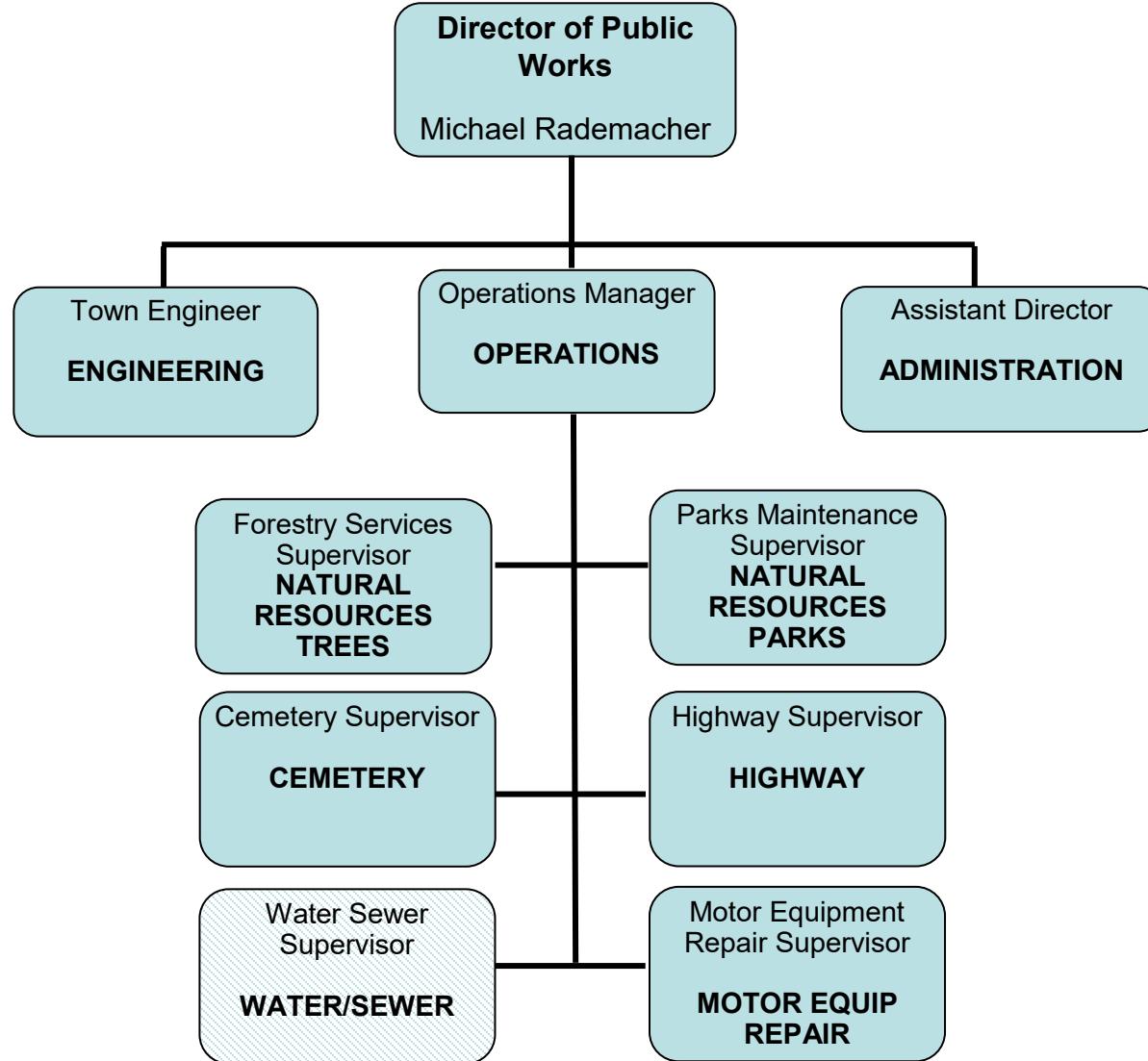
- Completed carpentry and trim repairs at Bishop School Crosby St. entrance.
- Installed new HVAC equipment in the Planning Department.
- Installed new carpeting in Planning Department and Select Board.
- New boiler system at Jefferson Cutter House.
- Installed new wheelchair lift at Ottoson School.
- Flooring repairs at Hardy and Brackett Schools.
- Installed new sinks and millwork to create an additional science classroom at Ottoson.
- Repaired the cast stone elements and front stairs at Robbins Library.
- Exterior walkway and stairway repairs at Ottoson Middle School, Brackett School, Hardy School, Stratton School and Dallin Library.
- Installed more ADA- and COVID-19-compliant school water bubblers.
- Installed new driveway and walkway at Dallin Library.
- Slate roof repairs and new gutter screen at Dallin Library.
- New public address and master clock system at Ottoson School.
- Installation of exterior security cameras at Thompson School.
- Installed energy saving LED lighting at Peirce and Hardy Schools (projected annual savings: \$18,844).
- Installed new lobby heaters and snow melting system at Ed Burns Arena.
- Reconfigured 4 classrooms at AHS, removing partition walls to create larger learning spaces.
- Completed repairs to basketball court at Brackett School.
- Preventative Maintenance and Repairs
- Completed annual life safety inspections including fire alarms, extinguishers, and fire suppression systems.
- Received compliance certificates for elevators, boilers and other pressure vessels.
- Performed enhanced floor care program at all schools during shutdown period.
- Performed in-house carpet cleaning at various sites.
- Executed and managed multiple preventive maintenance contracts with 3rd parties, including elevators, fire alarms, fire suppression systems, fire extinguishers, pest control, ventilation hoods, grease traps, water treatment, security/camera/access control systems, emergency generators, and oil and gas burners.
- Managed snow removal at school and Town properties.



PUBLIC WORKS



PUBLIC WORKS





Program Description

The Public Works Department comprises seven separate divisions to maintain the Town infrastructure.

The Divisions are:

- Administration
- Engineering
- Cemeteries
- Natural Resources (Parks and Trees)
- Highway
- Motor Equipment Repair
- Water and Sewer Utilities

The Department is responsible for 100 miles of public roadways, 250 miles of water and sewer pipes, 75 miles of storm drains including 3,500 catch basins, numerous parks, playgrounds, athletic fields and open lands, and approximately 19,000 public trees. In addition, the Department maintains over 150 Town vehicles and operates three service utilities: Water, Sewer and Solid Waste.

PROGRAM COSTS

Public Works Department	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	3,651,385	3,679,084	4,384,308	4,387,977
Expenses	5,846,142	5,601,195	7,059,340	7,109,288
Total	9,497,528	9,280,279	11,443,648	11,497,265

Public Works	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	7	7	7	7
Clerical	3	3	4	4
Professional/Technical	5.86	5.86	5.7	5.36
Public Works	45.00	45.00	45.00	45.00
Total	60.86	60.86	61.7	61.36



Budget Statement

The Administration Department Personnel Services decreases by \$15,586. The reduction is due to the assignment of the High School Sustainability Coordinator's full salary to the School Department.

The Expense budget is level-funded.

Other budget changes are described in each division's section.

FY2022 Objectives

- Oversight of new DPW Facility construction.
- Draft Solid Waste program to be bid and awarded.

Major Accomplishments for 2020

- Continued Management of the DPW Facility improvement project including:
 - Site plan for project developed in coordination with ongoing High School Project.
 - Hired Owner's Project Manager
 - Hired Construction Manager
- Beginning at the end of June, held nine monthly recycling center events, making public safety protocols and accommodations to protect the public during the pandemic.
- Initiated online SignUp Genius registration systems for all drop off waste diversion activities.
- Secured School Sustainability Coordinator's position in the school budget for FY2022, including increased capacity for school Green Team activities and youth environmental leadership opportunities.
- Received a \$40,000 MA DEP education and outreach grant to undertake Recycling IQ Program to improve curbside recycling quality

Major Accomplishments (cont.)

in the areas of town identified as having the highest percentage of contamination.

- Received a \$42,000 MA DEP Sustainable Materials Recovery Program grant in recognition of our waste diversion activities. Grant funds are designated for use to continue to support and expand waste diversion.
- Responded to the initial wave of the COVID-19 pandemic by establishing "A" and "B" work shifts and staggering attendance to minimize staff contacts while maintaining essential operations. Acquired PPE for all staff prior to returning to full attendance.

PROGRAM COSTS

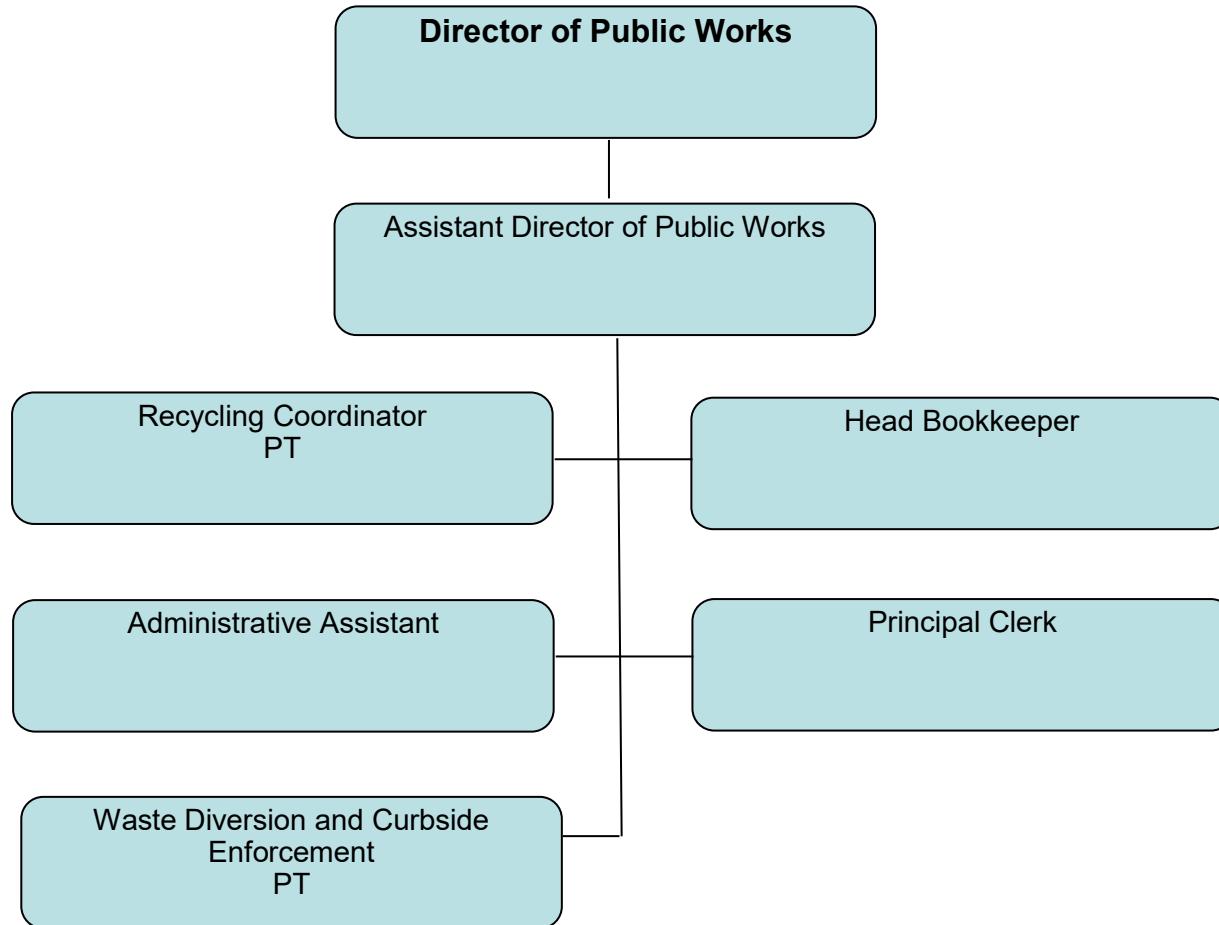
Public Works Administration	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	465,410	410,588	523,220	507,674
Expenses	21,090	17,966	20,600	20,600
Total	486,500	428,554	543,820	528,274

STAFFING

Public Works Administration	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	2	2	2	2
Clerical	2	2	3	3
Professional/Technical	1.86	1.86	1.7	1.36
Custodial / Bldg. Maint.	0	0	0	0
Total	5.86	5.86	6.7	6.36

Performance / Workload Indicators

Administration	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Purchase Orders processed	1,426	1,310	1,259	1,225
Water/Sewer bills generated	50,632	50,340	50,890	50,900
Citizen inquiries (estimated)	33,000	>30,000	>30,000	>30,000





Program Description

The Engineering Division has the following responsibilities:

- Coordination and preparation of technical designs, engineering plans, and specifications for municipal infrastructure improvements and other capital projects.
- Oversee contracted construction projects, including field inspections and administrative requirements.
- Inspection for construction quality assurance within public properties and roadways, including inspection of trench and property restoration work by private contractors and other utilities.
- Provide recordkeeping and update plans for Town roadways, sidewalks, water/sewer lines, parks, and infrastructure.
- Technical support and construction oversight assistance for the Department of Public Works and other Town Departments, including the Planning and Community Development and Recreation Departments.
- Overseeing and managing Traffic Signals maintenance contractor.
- Reviewing, preparing reports on, and regulating the impact of private developments on our water/sewer and storm water utilities, roadways, sidewalks, and other Town assets.
- Performing private way improvement cost estimates and assisting the Select Board's Office with the betterment process.

Budget Statement

Departmental Personnel Services is lower by \$3,799. The reduction is due to the filling of a vacant position at a lower pay step.

The Departmental request for operations expenses is reduced by \$3,907 due to a decrease in the funding line for engineering consulting services.

FY2022 Objectives

- Coordination for implementation of the construction of the Mystic Street Bridge. Currently delayed and awaiting utility company design completion. (Anticipated construction Spring 2021).
- Prepare construction specifications and contract documents and coordinate, supervise and monitor annual construction projects: road rehabilitation, water rehabilitation, curb/walk & ramp improvement projects, and other miscellaneous projects as needed.
- Implement annual road rehabilitation projects utilizing updated pavement condition assessment and pavement management system to identify locations and identify additional areas suitable for pavement preservation techniques.
- Work with Environmental Team to review requirements to update Town Regulations and By-Laws in conjunction with MS4 Permit requirements.
- Coordinate and monitor annual sewer rehabilitation and capital improvements. Supervise, review, and direct Sewer System Investigation and Planning Program (SSIPP) performed by Engineering Consultant.
- Coordinate repair and maintenance of traffic signals, bridges & culverts, street lights, Arlington Reservoir Dam, and other miscellaneous capital projects, as required.
- Oversee and coordinate environmental quality monitoring and compliance requirements of the MS4 permit, further implement efficient and effective stormwater management requirements and controls to progress towards meeting the MS4 permit for the stormwater system.
- Provide permitting and regulatory updates as required for the Environmental Protection Agency (EPA) National Pollutant Discharge Elimination System (NPDES) Municipal Stormwater 4 (MS4) permit as well as coordinating the inspection and updates for the Arlington Reservoir Dam and Emergency Action Plan to the Massachusetts Office of Dam Safety.
- Assist the Transportation Advisory Committee with project planning, review of issues, project designs, and coordination and prioritization of Complete Streets Projects. Also, work with Transportation Planner to review existing regulations and consider preparation of a long term transportation plan.

Road, water and sewer projects are listed at www.arlington.gov/projects.



Major Accomplishments for 2020

- Arlington Town Engineer presented US Environmental Protection Agency Merit Award for work protecting New England's environment related to stormwater quality. EPA New England's annual Environmental Merit Awards are given to community leaders, scientists, government officials, business leaders, schools, and students who represent different approaches, but have a common commitment to environmental protection.
- Worked with other Town Departments to provide technical input and assistance for additional projects, including Arlington High School and Reservoir Beach Projects.
- Prepared, administered and awarded 3-year contract for Traffic Signal Maintenance. Integrated Town street lights into contract for ease of service and cost efficiencies.
- Coordinated construction of 2020 Green Infrastructure Improvement Project including twenty (20) infiltration trenches and two (2) bioretention facilities at the intersection of Milton St. & Herbert Road for watershed and water quality improvements.
- Administered and coordinated the construction of the Lake Street and Bike Path Traffic Signal Project for a new multimodal signalized intersection. Updated Pedestrian Push Buttons at one intersection in conjunction with Arlington Center Sidewalk Project.
- Performed oversight and monitoring for Town Capital Projects; road rehabilitation, pavement preservation, water rehabilitation, sewer rehabilitation and sidewalk, curb and handicap ramp work.
- Managed Street Opening Permit Program and monitored on-going utility construction projects by contractors and major utility providers in Town right of ways including Eversource, Verizon and National Grid. Oversight was performed in a cooperative effort with the Water Division and Police Department. This included reviewing and administering work conditions and requirements including outreach, traffic management and trench repairs.
- Provided technical resource and necessary project and plan review to assist Water Division including; DEP sanitary survey, site plan reviews, unidirectional flushing program, capital water planning and transfer to GIS data collection of cross-connection inspection program.
- Continued to scan plans and records and upgrade organization and usability of system.

Major Accomplishments (cont.)

- Coordinated and assisted the preparation of the following administrative and regulatory requirements:
 - EPA NPDES Municipal Separate Storm Sewer System (MS4) Annual Report.
 - Annual Arlington Reservoir Dam Emergency Action Plan
 - MWRA Municipal Discharge Permit
 - MADEP Sanitary Survey for water distribution system

STAFFING

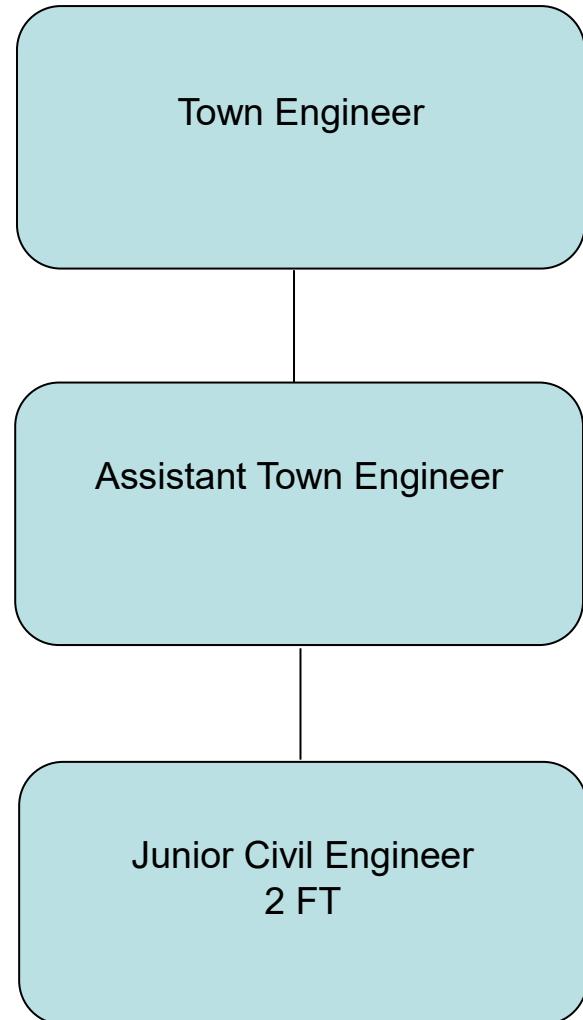
Engineering	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	0	0	0	0
Clerical	0	0	0	0
Professional/Technical	4	4	4	4
Public Works	0	0	0	0
Total	4	4	4	4

Performance / Workload Indicators

Engineering	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Roadways Rehabbed/Paved	20,200	20,394	27,705	22,250
Sidewalks replaced	12,400	10,544	8,625	12,500
Granite Curb- Placed or Replaced	5,150	5,798	5,910	5,000

PROGRAM COSTS

Engineering	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	321,739	318,297	359,118	355,319
Expenses	15,493	36,852	92,407	88,500
Total	337,232	355,149	451,525	443,819





Program Description

The Cemetery Division is responsible for the care and maintenance of the Mt. Pleasant Cemetery and the Old Burying Ground. The Mt. Pleasant Cemetery is an active cemetery comprising 62 acres of land and accommodates an average of 200 burials per year. The Old Burying Grounds is an inactive, historical community cemetery of six acres. Three volunteer Cemetery Commissioners make recommendations to the Town Manager on rules, regulations, and fees.

Budget Statement

The Cemetery Department Personnel Services increase by \$3,179 due primarily to contractual changes in the Town's pay plan resulting from Collective Bargaining negotiations.

The Expense budget is level-funded.

PROGRAM COSTS

Cemetery	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	263,589	226,921	269,001	272,180
Expenses	119,909	133,482	162,500	162,500
Total	383,498	360,403	431,501	434,680

STAFFING

Cemetery	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Public Works	3	3	3	3
Total	4	4	4	4

FY2022 Objectives

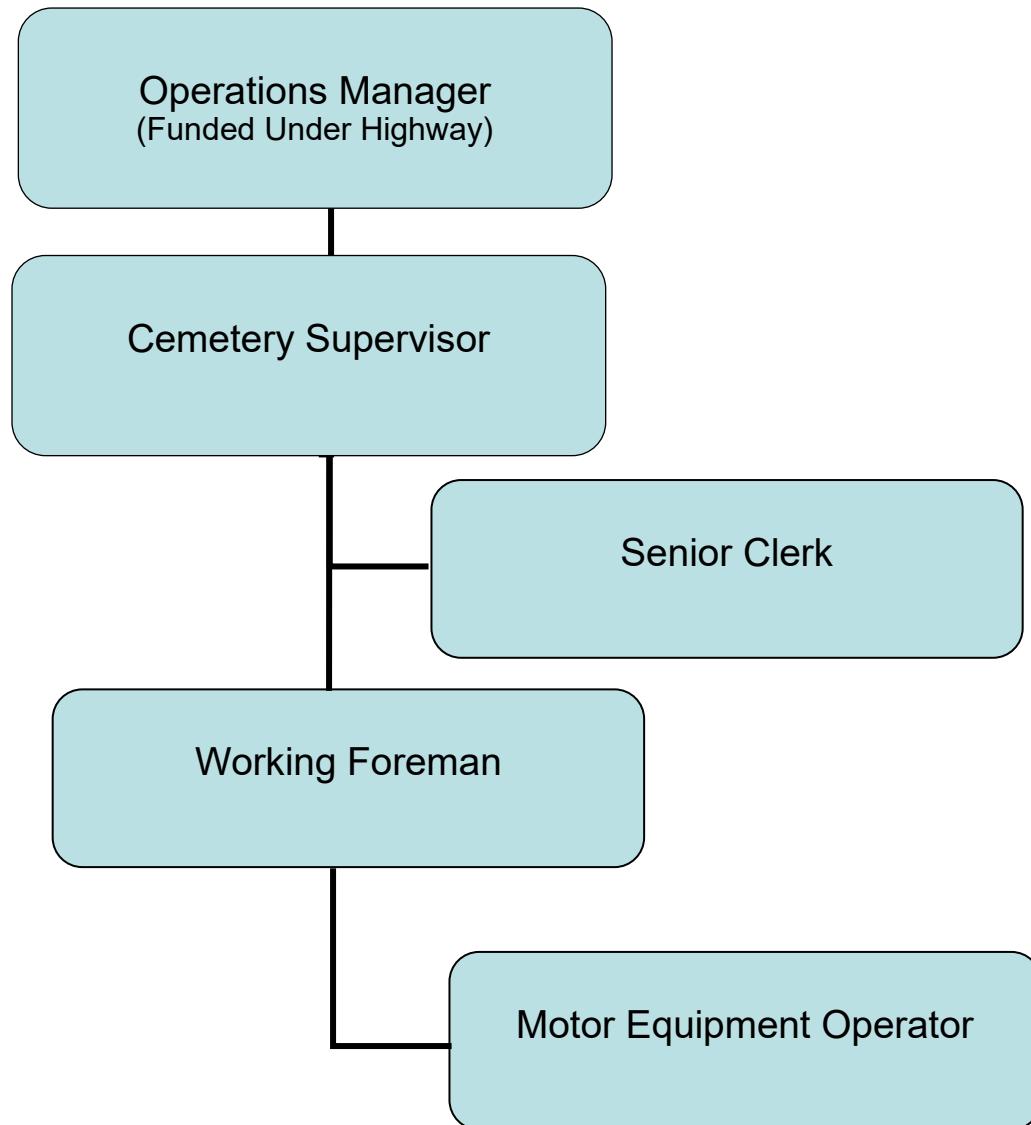
- Develop plan to improve Mill Brook Bridge crossing and address bank erosion.
- Look for opportunity to improve parking at various locations for visitors.

Major Accomplishments for 2020

- Installed new street signs throughout cemetery.
- Began repairs to historic burial vaults and with support from CPA, begin construction of improvements within the Old Burying Grounds.
- Completed significant preventative tree care pruning and removal of unhealthy trees.
- Performed 149 earth burials and 78 cremains burials.

Performance / Workload Indicators

Cemetery	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
New Grave Sales	46	37	45	40
Funeral Excavations/Closures	227	215	227	200
Loam & Seed - Areas restored	291	385	295	300
Headstones Straightened	270	114	85	200
Restore/Place markers	89	96	101	100
Foundations Repaired/Constructed	9	39	33	25
Flowers / Bushes - Areas Planted	80	104	47	75
Chapel Cleanings	20	25	24	24





Program Description

The Natural Resources Division provides management, care, and maintenance of the Town's open space lands, public parks, playgrounds, and athletic fields. The primary facilities include nineteen (19) athletic fields, twenty-six (26) playgrounds, and parks including Reservoir Beach, North Union Spray Pool, Menotomy Rocks Park, McClenen Park, Town Hall Gardens, Minuteman Bike Path, Broadway Plaza, and the Whittemore-Robbins grounds. The division also maintains plantings and lawn care in twenty-one (21) traffic islands. The Tree Division is responsible for the management, care, and maintenance of more than 19,000 public trees.

Budget Statement

Personnel Services are increased by \$9,244 due primarily to contractual changes in the Town's pay plan resulting from collective bargaining negotiations.

The Expense budget is level-funded.

FY2022 Objectives

- Develop program for public/private partnership to plant trees on private land.
- Continued planting of larger trees annually in addition to Street Tree Program.

Performance / Workload Indicators

Natural Resources	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Trees Planted	220	322	154*	400
Trees Removed	194	228	179	200
Stumps Removed	215	229	215	200
8 Large Parks Maintained (acres)	66.3	66.3	66.3	66.3
16 Small Parks / Public Spaces (acres)	20.5	20.5	21	21
20 Landscaped Traffic Islands (acres)	1.8	1.8	1.8	1.8

* Numbers down due to COVID-19. Additional plantings planned in FY21 to catch up.

Major Accomplishments for 2020

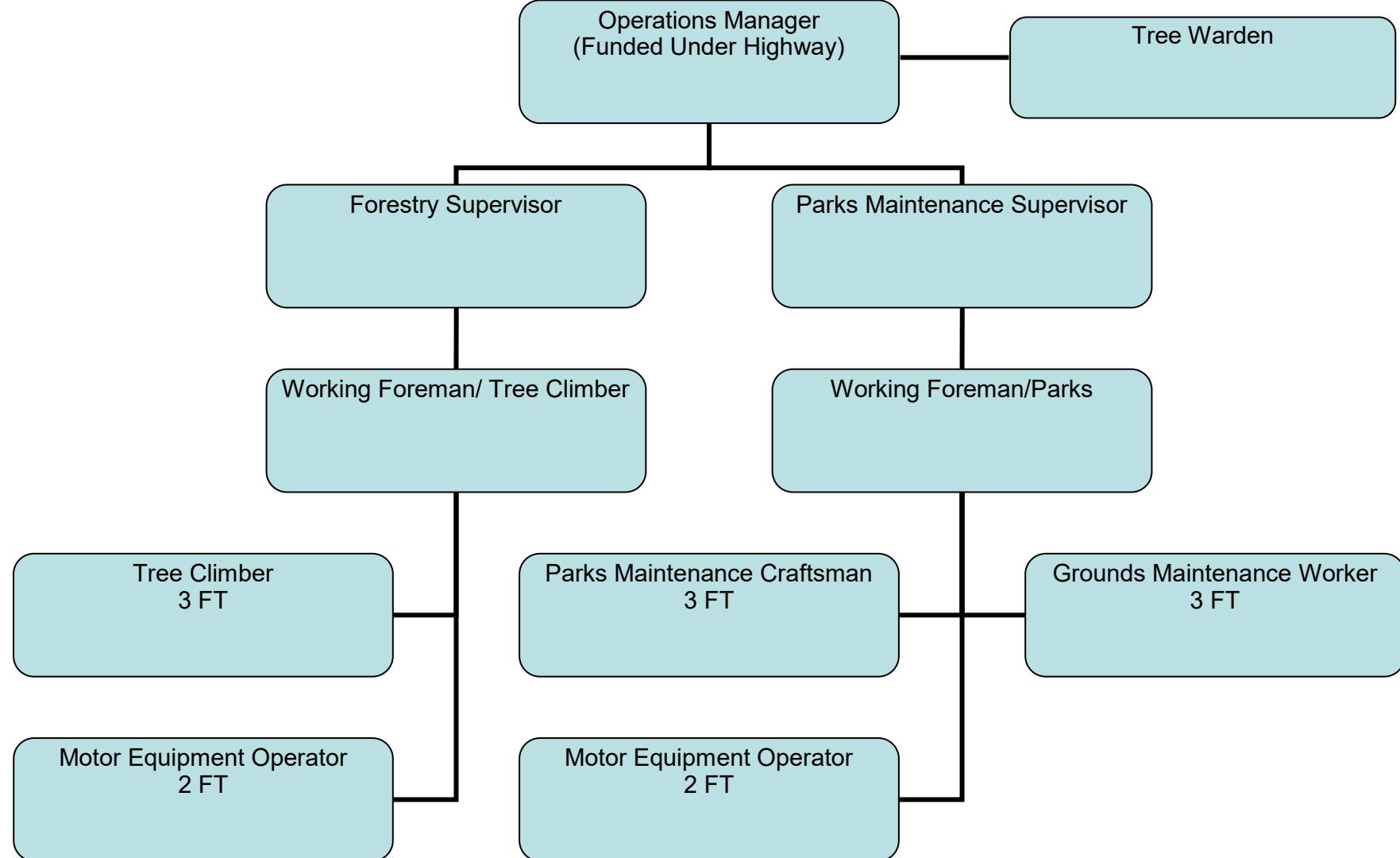
- Planted 154 trees (numbers were down due to COVID pandemic halting 2020 spring planting program).
- Performed significant tree maintenance along ¾ of the Minuteman Bike/Commuter Path (Progress halted by COVID-19 Pandemic).
- Treated at-risk trees against Emerald Ash Borer insects.
- Maintained "Tree City USA" designation from the National Arbor Day foundation. Awarded a "Growth Award" (second year in a row) for additional work in protecting and providing for trees in Arlington.
- Maintained Town sidewalks throughout the winter.
- Developed an Adopt-A-Tree pilot program in collaboration with the Arlington Tree Committee and Amazing Arlington Volunteers. The program allows individuals to "adopt" a tree using a web based program. Those who are involved with the program commit to water their adopted tree, can name it and submit photos of its progress.

PROGRAM COSTS

Natural Resources	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	888,459	938,282	1,182,858	1,192,102
Expenses	419,999	331,639	549,000	549,000
Maintenance Town Fields	50,000	44,680	50,000	50,000
Total	1,358,458	1,314,601	1,781,858	1,791,102

STAFFING

Natural Resources	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	2	2	2	2
Clerical	0	0	0	0
Professional/Technical	0	0	0	0
Public Works	16	16	16	16
Total	18	18	18	18





Program Description

The Highway Division responsibilities include:

- Maintenance and repairs to Town streets and parking lots, including paved surfaces, curbs, sidewalks, shoulders, guard rails, bridges, stairs, and grass edges.
- Maintenance and installation of traffic lines, traffic and parking signs.
- Maintenance and repairs to Town drainage systems including pipes, culverts, catch basins, manholes, and waterways (both concrete and vegetated channels).
- Street sweeping services.
- Oversight of Solid Waste services including trash/recycling collections, bulky items collection /disposal, waste fill disposal, and hazardous waste programs.

FY2022 Objectives

- Work closely with DPW Facility construction project to maintain high level of operations. Significant attention will be needed on snow/ice response and vehicle fueling operations during construction.

PROGRAM COSTS

Highway	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	1,308,665	1,368,689	1,606,465	1,614,642
Expenses	437,662	488,639	623,000	638,000
Total	1,746,327	1,857,328	2,229,465	2,252,642

Budget Statement

Personnel Services are increased by \$8,177 due primarily to contractual changes in the Town's pay plan resulting from collective bargaining negotiations.

The request for Highway expenses is increased by \$15,000. The additional funds are requested to allow for more pavements marking to be installed.

STAFFING

Highway	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	2	2	2	2
Clerical	0	0	0	0
Professional/Technical	0	0	0	0
Public Works	21	21	21	21
Total	23	23	23	23



Major Accomplishments for 2020

- Patched over 1,500 pot holes (1,000 tons of asphalt placed).
- Cleaned approximately 280 catch basins. *
- Highway staff twice swept all the streets in Town.
- Replaced over 1,300 linear feet of concrete sidewalk. *
- Repaired/replaced 37 catch basins/manholes. Implemented GIS software to track work.
- Responded to 11 snow events totaling approximately 24 inches of accumulation.
- Placed 150 sand barrels Town wide for winter season.
- Delivered tax bills to post office for Treasurer's Office.

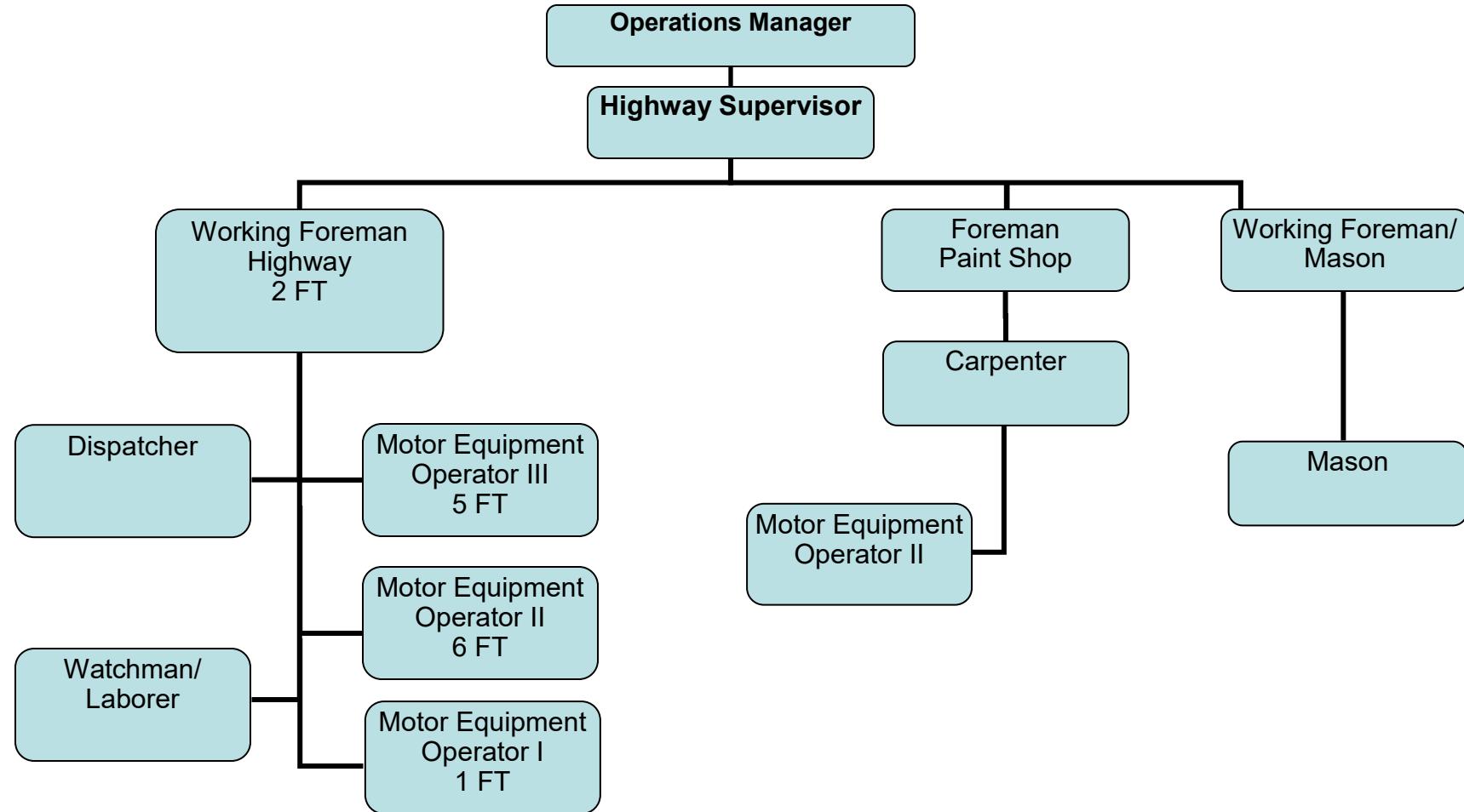
*Numbers lower due to COVID-19.

Performance / Workload Indicators

Highway	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Patch Potholes (units changed from "each" to tons placed in FY16)	1,362	1,175	1,000	1,250
Sidewalk Patching	468	407	455	500
Repair CB's / Manholes	31	36	35	50
Clean Catch Basins	639	610	280**	350
Install / Repair Street Signs	679	741	960	650
Make Specialty Signs	39	118	260	150
Pave Trenches	161	180	175	200
Sidewalk Replacements	7,031	8,300	1,300*	8,000
Curb Work	568	450	380	500
Traffic Lines - 24"	27,010	26,720	34,114	27,000
Traffic Lines - 12"	3,740	4,200	4,560	4,000
Traffic Lines - 4"	950	870	2,840	1,500
Traffic Painted Symbols	72	70	139	100

*Quantity was down due to ongoing pandemic

** Additional cleaning done by a Town Wide Contract





Program Description

The Snow and Ice Division is responsible for clearing snow and ice during and after winter storms.

PROGRAM COSTS

Snow and Ice Removal	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Snow and Ice Removal	1,084,664	708,058	1,172,013	1,172,013
Total	1,084,664	708,058	1,172,013	1,172,013

Budget Statement

The request for Snow and Ice Removal funds is level funded. Annual increases have been made in recent years in an attempt to build the fund to match the 5 year spending average.

Performance / Workload Indicators

Snow and Ice	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Plowing/Sanding Storms	14	9	5	8
Sanding Only Storms	10	15	6	7
Inches of Snow	75	43	24	49

FY2022 Objectives

- Maintain streets, sidewalks, parking areas and walkways for which the Town is responsible, during and after snow events.
- Work on acquiring long term solution for snow storage location.

Major Accomplishments for 2020

- Responded to 11 weather events totaling approximately 24 inches of accumulation.
- Significant response to increase in ice events



Program Description

Oversees Solid Waste services, including trash/recycling collections, bulky items collection/disposal, yard waste, waste fill disposal, and hazardous waste programs.

PROGRAM COSTS

Solid Waste	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Solid Waste	3,351,482	3,452,213	3,972,820	4,011,675
Total	3,351,482	3,452,213	3,972,820	4,011,675

Budget Statement

The request for Solid Waste expenses are increased by \$38,855 due primarily to contractual increases for solid waste collection and disposal.

Performance / Workload Indicators

Solid Waste (tons)	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Solid Waste	12,684	12,262	12,225	12,500
Yard Waste	3,894	2,521	3,045	3,000
Recyclables	5,111	4,994	5,175	5,000

Major Accomplishments for 2020

- Food scrap diversion programs:
 - Continued pilot of FEED FiDO 24/7 drop off program, growing the number of participants who have used the program to over 700 households
 - Distributed over seven hundred additional "food scrap diversion kits" to residents who actively subscribe to private food scrap curbside collection, reaching the initial goal of 2,000 (10%) households.
- Managed contracted curbside collection solid waste, recycling and yard waste contracts, without interruption, through the onset of the pandemic.
- Provided discounted compost bin program.
- Improved website search ability with the RecycleSmartMa web tool in 2019 resulted in a 2020 Arlington top hit rate of 16,000 in a single month on, gaining MA DEP public recognition
- Provided discounted rain barrel program.

FY2022 Objectives

- Bid and award a 2023 Solid Waste Contract
 - Engage with Board of Health to review and update solid waste regulations to align with future program.
 - Engage with MA DEP on bid preparation timeline and scope
 - Investigate opportunities for regional partnerships.
- Build ReUse programming as co-equal strategy to reduce solid waste
- Continue waste diversion drop off activities, especially the recycling center, in the midst of DPW yard renovations.
- Continue to encourage food scrap diversion as a potential addition to the future solid waste program.



Program Description

The Motor Equipment Repair (MER) Division maintains a fleet of over 150 Town vehicles. Tasks include preventative maintenance, breakdown repairs, and tire management.

Budget Statement

Personnel Services are increased \$2,414 due primarily to contractual changes in the Town's pay plan resulting from collective bargaining negotiations.

The proposed budget for Expenses is level funded.

FY2022 Objectives

- Close coordination with construction of new DPW Garage Facility.

Major Accomplishments for 2020

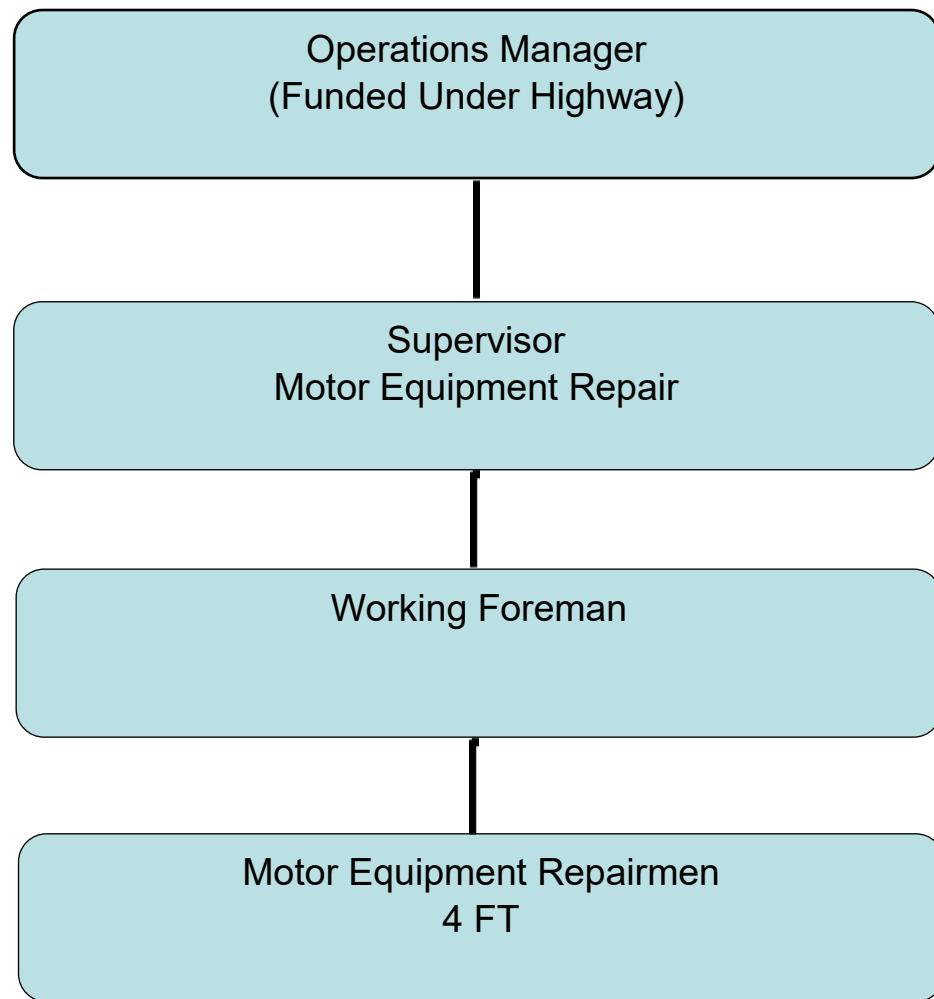
- Assisted in applying for and winning DEP VW Settlement Grant to help replace older less efficient diesel vehicles. Grant award amount over \$275,000 applied to the purchase of 4 vehicles.
- Acquired new Department vehicles; Street Sweeper, 2-3/4 ton pickups with plows, 2-1 ton pickups with plows, 2wd 33,000gvw Dump Truck w/ plow, 4wd-44,000gvw Sander.
- Provided preventative maintenance and repairs on 150 motor vehicles.
- Maintained snow and ice vehicles during snow events.

PROGRAM COSTS

Motor Equipment Repair	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	403,523	416,307	443,646	446,060
Expenses	140,843	167,666	187,000	187,000
Total	544,367	583,973	630,646	633,060

STAFFING

Motor Equipment Repair	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Clerical	0	0	0	0
Professional/Technical	0	0	0	0
Public Works	5	5	5	5
Total	6	6	6	6





Program Description

The Administration Division oversees the contracted maintenance of the Town streetlights. In 2006, the Town purchased the streetlights from NSTAR (now Eversource) and has since realized considerable savings by contracting out maintenance work. This budget also covers the costs of electrical power usage and the contracted maintenance of traffic signal systems, which is overseen by the Engineering Division.

Major Accomplishments for 2020

- Painted traffic signal equipment from Appleton Street to Franklin Street along Mass Ave.
- Installed new signal system at the intersection of the Minuteman Bike Path and Lake Street and upgraded signal system at Brooks Street.

Budget Statement

The proposed Street Lighting Expense budget is level funded for FY22.

PROGRAM COSTS

Street Lights/ Traffic Controls	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	-	-	-	-
Expenses	185,594	216,411	230,000	230,000
Total	185,594	216,411	230,000	230,000

FY2022 Objectives

- Continued program of updating older, problematic traffic signal control equipment.



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COMMUNITY SAFETY

POLICE • FIRE • SUPPORT SERVICES •
INSPECTIONAL SERVICES



Program Description

The Police Department has the following primary responsibilities:

- Protection of the lives and property of all citizens.
- Preservation of the peace.
- Prevention of crime and disorder.
- Identification and prosecution of violators of the law.
- Plan for and supervision of public safety at special events, parades, elections, etc.
- Response to and management of all critical incidents and emergencies.
- Support of regional and national homeland security strategies.
- Collaboration with community stakeholders to creatively address quality of life concerns and the fear of crime.
- Protection of the individual rights of all persons within the Town of Arlington.

The Police Mission:

To promote, preserve, and deliver quality services and to ensure the safety of **ALL** members of our community.

Our Values:

This mission is a commitment to quality performance from all members. It is critical that all members understand, accept, and be aligned with the responsibilities established by this mission. It provides the foundation upon which all operational decisions and organizational directives will be based. Directives include rules, regulations, operating policies, procedures, and practices.

This mission represents the commitment of this administration to the concepts of quality performance management. In other words, members are expected to work consistently in a quality manner in the daily performance of those duties, job responsibilities, and work tasks associated with this mission. Quality manner means that performance outcomes comply with the performance standards established for the Arlington Police Department and for each associated member.

Program Description (cont.)

Examples of performance standards include the oath of office, code of ethics, rules, policies, procedures, directives, general and supervisory orders, work productivity, and behavior.

Each member is required to accept the responsibility for the achievement of this mission and publicly register his or her commitment to it and to the concepts of quality service.

PROGRAM COSTS

Police	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	7,519,229	7,600,607	7,804,505	7,832,769
Expenses	661,470	624,386	714,070	754,050
Total	8,180,698	8,224,993	8,518,575	8,586,819

STAFFING

Police	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Chiefs	1	1	1	1
Captains	3	3	3	3
Lieutenants	6	6	6	6
Sergeants	9	9	9	9
Police Officers	49	49	49	49
Parking Control Officers	2.7	2.8	2.8	2.8
Animal Control Officer	1	1	1	1
Social Worker	0.5	0.5	0.5	0.75
Dispatchers	10	10	10	10
Clerical	4.29	4.29	4.29	4.29
Total	86.44	86.57	86.57	86.82

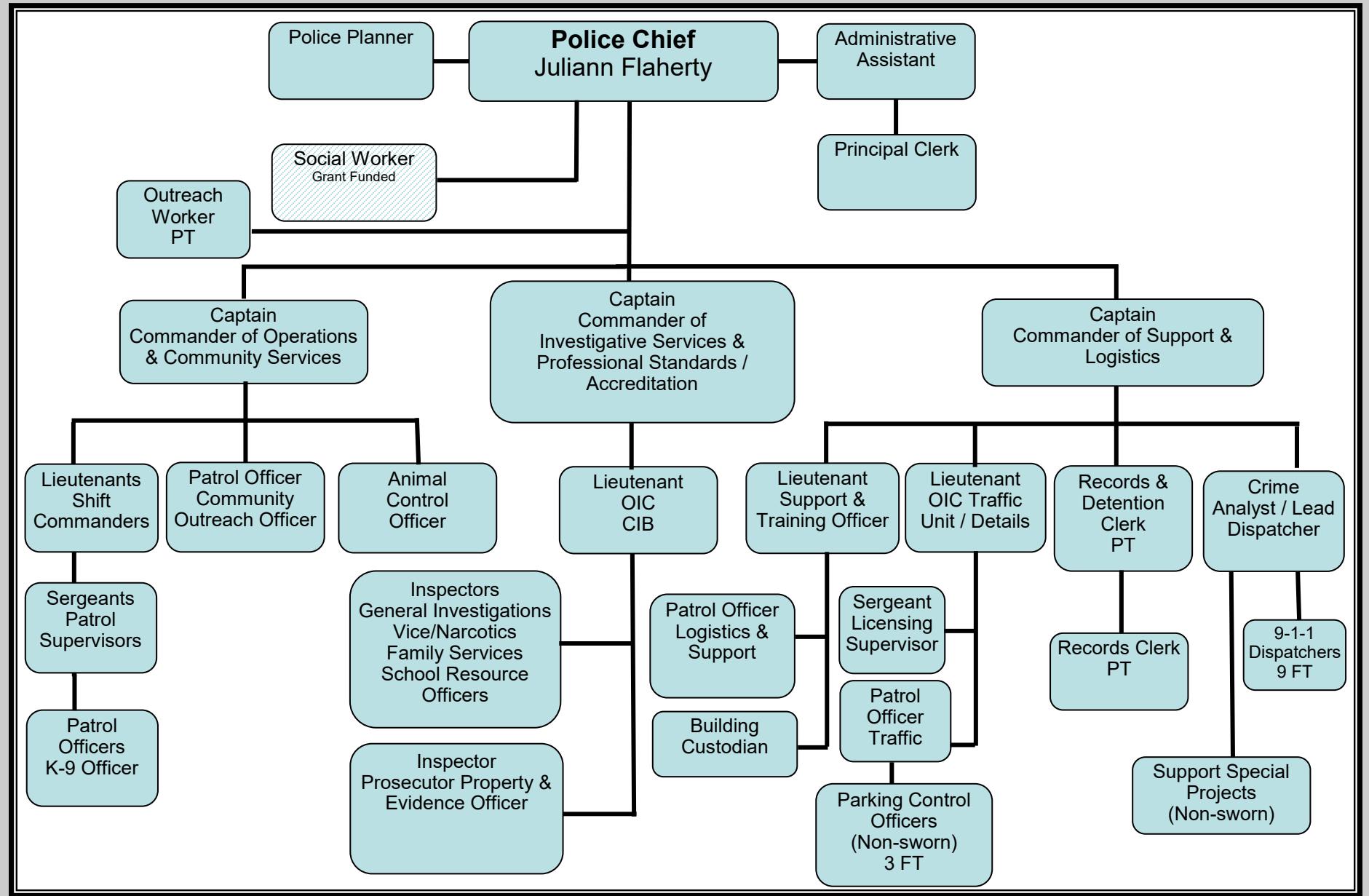


Budget Statement

The Department consists of the following divisions and work units:

- Support Services Division**
- Community Services Division (Patrol)**
- Professional Standards and Accreditation Unit**
- Criminal Investigation Bureau**
- Traffic and Parking Unit**
- Animal Control Officer/Animal Inspector**
- Jail Diversion Program**

These seven divisions are funded with a level service budget.





FY2022 Objectives

The Community Services Division patrols all sectors of town, identifying and preventing criminal activity, and maintains a police presence to serve as a deterrent of crime. The members of this division also serve as initial investigators and first responders to all critical incidents and administer all programs aimed at developing partnerships and problem solving in the community.

- Provide professional services to all community members while working to minimize the fear and negative perception associated with crime.
- Virtually meet with neighborhood groups, business owners, and property owners to address the quality of life issues that arise throughout the town.
- Explore hosting a virtual Citizens Police Academy to educate and engage residents.
- Continue to partner with the Human Rights Commission, LGBTQIA+ Rainbow Commission, and Disability Commission to enhance partnerships with all members of the community.
- Explore virtual programs for women in self-defense education using the RAD (Rape, Aggression, Defense Systems) model.
- Provide education at community meetings around strengthening home security and deterring crime through target-hardening strategies.
- Host community outreach events to enhance community relationships and partnerships.
- Provide information and site patrols to manage security of Arlington High School throughout construction and phasing.
- Work with consultants from VISIONS, Inc. to reinforce recommendations from FY2020 assessment and study around diversity and inclusion in the Arlington Police Department

Major Accomplishments for 2020

- Maintained the priorities of effective law enforcement response for all calls for service during the COVID-19 pandemic with police response to over 500 calls for service involving calls related to the pandemic.
- Utilized data gathered and analyzed by the department's crime analyst to reduce crime, enhance roadway safety, and address quality of life issues. Using our data, we worked closely with the Department of Public Works to make improvements to the area of Massachusetts Avenue and Paul Revere Road to reduce pedestrian crashes by improving lighting and reconfiguring parking spaces.
- Enhanced community policing efforts and engagement through increased use of the bicycle fleet. Officers regularly patrolled on the Minuteman Bikeway and recreational parks in town allowing for more interaction with community members and providing safety education.
- Partnered with the Greater Boston Regional Critical Incident Stress Management Team to provide peer support and counseling to officers who have experienced traumatic events or were affected by loss.
- In partnership with the Arlington Housing Authority, opened a police substation in the new Life and Skills building. Officers are often on site assisting Menotomy Manor students with homework and engaging with residents.



Performance / Workload Indicators

Community Services (Patrol)	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Robbery	6	5	5	5
Burglary	72	35	22	15
Rapes	6	4	3	4
Motor Vehicle Theft	9	6	13	18
Larceny	223	231	202	342
Shoplifting	24	24	39	33
Assaults	107	90	83	96
Assault and Battery on a Police Officer	4	0	1	1
Criminal Arrests	131	107	73	51
Criminal Summons	75	81	56	69

Performance / Workload Indicators

Dispatch	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Calls For Service	30,587	29,032	25,156	20,721



FY2022 Objectives

Professional Standards & Accreditation Unit is responsible for preventing employee misconduct, conducting all internal investigations, and the developing and implementing departmental rules and regulations. The unit is also responsible for ensuring compliance with state standards and police accreditation.

- Prepare for 2023 tri-annual accreditation by the Massachusetts Police Accreditation Commission, Inc.
- Enhance capability of accreditation software program in an effort to take full advantage of the effective maintenance of standards, crucial documents, training, and assignments.
- Continuously review and update policies and procedures to reflect changes in Federal Laws, Massachusetts General Laws, Municipal Law Enforcement, municipal bylaws, community needs, and as required by the Massachusetts Police Accreditation Program.
- Supervise the Community Prescription Drug Take Back Program at Arlington Police Department with the goal of developing new ways to get unwanted medications out of homes, such as scheduled home visits and Senior Center events.
- Implement programs that focus on our most vulnerable population including homeless, those suffering from substance use disorder, and those with behavioral health concerns. A full time social worker works closely with our homeless population providing resources and tools needed to secure housing and employment.
- Focus on early intervention with the goal of eliminating absenteeism, poor work performance, and misconduct through officer wellness programs, employee training, and supervisor leadership training.

Major Accomplishments for 2020

- Achieved Re-Accreditation status in compliance with the standards and mandates set forth by the Massachusetts Police Accreditation Commission (MPAC) for a fully accredited law enforcement agency.
- Unwavering commitment to the Arlington Opiate Outreach Initiative and its goal of reducing opiate overdoses and the stigma associated with addiction in our community. Our Jail Diversion Clinician has assisted hundreds of community members with resources for successful recovery.
- Developed new policies to proactively navigate the department through new and challenging issues that face law enforcement, our community, and personnel including Use of Force and De-escalation policy.
- Educated personnel in new departmental policies, procedures, and accreditation standards.
- Assisted Massachusetts Police Accreditation Commission in assessing various departments throughout the state for certification/accreditation compliance.
- Conducted comprehensive audit/inventory of all evidence and property held by the Arlington Police Department as required by the Massachusetts Police Accreditation Commission.
- Assisted those suffering from behavioral health conditions through our Jail Diversion Program and Mental Health/Law Enforcement Learning Site, which has been recognized nationally. Our Clinician Co-response model has been duplicated by other departments across the country.
- Secured grant funding to provide Rapid Housing for seven Unsheltered/Homeless individuals within the community.
- Conducted weekly outreach to provide services to our homeless population.



FY2022 Objectives

Criminal Investigations Bureau is responsible for the follow up investigation of all crimes. The Bureau's goals include the protection of persons, the identification, apprehension and successful prosecution of criminal offenders, the recovery of property, and the prevention of crime through hard work, perseverance, and the use of the most modern forensic technology.

- Assign an Inspector to follow-up on all criminal complaints filed by the patrol division and those complaints filed with the department's online report writing system, where residents are able to complete a report on our town website for certain categories of incidents.
- Address controlled substance drug abuse. This includes the assignment of Inspectors to both the DEA (Drug Enforcement Agency) at the Federal level, and the SMCDTF (Suburban Middlesex County Drug Task Force) at the local level.
- Work in partnership with Communities for Restorative Justice (C4RJ) to offer offenders and victims of crime an alternative to the traditional criminal court through participation with C4RJ and the Middlesex District Attorney's Office Young Adult Diversion Program as an alternative to the traditional criminal justice system.
- Work in partnership with the Arlington Youth Health & Safety Coalition to address juvenile-related issues.
- Obtain training for the Inspectors to be able to utilize the most current technology to assist in the apprehension of criminals.
- Partner with the Council on Aging and the various stakeholders to ensure that seniors are aware of the various larcenous scams, and the ways to lessen the risks to their personal financial security.
- Assign an Inspector as the Police Prosecutor to handle all arrests, civil and criminal motor vehicle citations, probable cause hearings, and to act as liaison between the Arlington Police Department and the various courts along with the Middlesex District Attorney's Office.
- Identify and address High Risk Domestic Violence situations by working with our partners and stakeholders in the towns' FIRSTSTEP Program and our regional partners at Cambridge Arlington Belmont High Risk Assessment Team (CABHART).
- Work with the Town to coordinate the opening and monitor compliance of two recreational marijuana shops.

Major Accomplishments for 2020

- Detectives investigated over 800 reports of criminal activity.
- The Family Service Unit investigated over 200 domestic violence-related incidents.
- Audited and administered the Town of Arlington Sex Offender Registry.
- Participated in multi-jurisdictional drug task force investigations, which resulted in numerous arrests and indictments. Detectives assigned participated in numerous search warrants, which resulted in heroin, fentanyl, cocaine, methamphetamine, and other controlled substances being seized.
- Participated in the drafting of and execution of numerous search warrants.
- Participated in the destruction of over 800 lbs. of prescription medication collected through the combined efforts of the Drug Take Back Kiosk located in the Police Station Lobby and the Drug Take Back Event.
- Investigated over 400 reports of identity theft reported through the department's online report system.

Performance / Workload Indicators

Criminal Investigation Bureau	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Licenses to Carry/FID	188	267	211	405
Missing Persons Investigations	421	236	43	36
Domestic Violence	236	192	194	192
Criminal Investigations	1,414	1,260	933	1,068
Level 2 & 3 registered Sex Offenders monitored	15	16	12	12



FY2022 Objectives

Traffic & Parking Unit is responsible for safety education and enforcement of all laws relating to traffic and parking within the Town of Arlington. This unit also represents the Arlington Police Department on the Transportation Advisory Committee.

- Expand the Traffic Unit capacity by assigning sworn personnel and increasing the hours of operation to cover both the day and night shifts.
- Use high-visibility enforcement to improve operator compliance and reduce motor vehicle crashes.
- Reduce the number of injuries due to motor vehicle crashes by enforcement and education of seatbelt laws.
- Increase bicycle and pedestrian safety through education and enforcement. Extra patrols to be funded through the Massachusetts Executive Office of Public Safety and Security (EOPSS) Traffic Safety Grants related to impaired driving, speeding, distracted driving, and occupant protection.
- Increase parking enforcement in the business districts with no parking meters to ensure vehicle turnover and availability of customer parking.
- Work with and support the Town Manager's Office and the Select Board's Office work on parking, traffic, and other quality of life issues affecting the community.
- Partner with the Department of Planning and Community Development on community transportation and traffic safety initiatives.
- Work with the Transportation Advisory Committee (TAC) on various transportation related projects to include sustainability initiatives and the East Arlington Dedicated Bus Lane (BRT) Project.
- Continue to collect traffic data, including vehicle speeds, volume, and/or classification, as requested, to improve roadway conditions.
- Maintain collaborations with outside agencies such as MASSDOT (Safe Routes to Schools, Highway Safety Division, etc.) and AAA.

Major Accomplishments for 2020

- Implemented Pay By Phone, a mobile parking payment app creating a safer and improved parking experience for residents and visitors.
- Participated in MASSDOT Highway Safety Division Bicycle and Pedestrian Safety Grant Providing education and enforcement opportunities at major intersections throughout town.
- Participated in MassDOT Highway Safety Division Traffic Safety Grant with particular emphasis on impaired driving, distracted driving, occupant safety, and speed enforcement.
- Conducted multiple traffic counts in locations in town, providing valuable data and feedback to other government entities and neighborhood groups. The data have proved valuable for several infrastructure improvements made in front of the Starbucks and Trader Joe's shopping area where multiple pedestrian crashes had occurred.
- Coordinated with our partners in the Department of Public Works on the Lake St./Bike Way Project and redesign of the Appleton St./Mass Ave. intersection.
- Assisted with our partners in the Arlington School Department to facilitate school crossings, drop off, and pick up.
- Partnered with AAA on projects such as the School Safety Patrol and testifying at the State House in support of various traffic-related legislative bills including Primary Seatbelt Law.
- Supervised safe, efficient traffic flow and ensured pedestrian safety for several major public works and public utility infrastructure projects.
- Coordinated with the Department of Planning and Community Development to facilitate the implementation of the Town's "Shared Streets" program on Mary St. and Brooks Ave., and traffic/parking issues related to the COVID-19 pandemic.

Performance / Workload Indicators

Traffic	FY2018 Actual	FY2019 Actual	FY2020 Estimated	FY2020 Actual	FY2021 Estimated
Hackney Licenses Issued New	10	6	10	1	5
Parking Violators	18,191	17,425	17,930	11,183	1,284*
Moving Violations	2,325	1,657	2,363	1,221	100*

*Estimates for 2021 far below typical due to Covid



FY2022 Objectives

The Animal Control Officer/Animal Inspector enforces all laws relating to control and care of animals, investigates reports of animal cruelty, facilitates conflict resolution pertaining to animal complaints, investigates animal bites, quarantines animals that have bitten or have been bitten by an unknown source, and provides education and assistance with domestic and wild animals.

- Work throughout Arlington to promote animal health and safety through educational programs, social media posts, and community engagement.
- Work with school and youth groups to offer educational programs with the goal of creating ongoing long-term learning and kindness for animals.
- Assess the needs of low income and elderly pet owners for rabies vaccines and/or spay/neuter services. Provide vouchers for no cost spay/neuter services under the Commonwealth's Massachusetts Animal Fund.
- Work closely with the Parks Department and Board of Health in areas of canine control, hoarding, zoonotic disease, and rabies control.
- Explore hosting a rabies clinic for low-cost rabies vaccinations.
- Investigate reports of dog bites, animal related noise complaints, and off leash violations.
- Educate and expand upon the dog license program.

Major Accomplishments for 2020

- Provided high level of service to community during COVID-19 pandemic as animal related calls drastically increased due in part to an increase of residents working from home.
- Conducted multiple interviews with local media outlets to educate the public on the safety and behavior of domestic and wild animals.
- Supplied over 15 residents access to assistance programs for low-cost or free spay/neuter.
- Addressed increased volume of service calls and provided guidance related to rodents.
- Worked with the Board of Health to provide chicken coop and dog kennel inspections.
- Increased animal-related social media posts to media channels to increase awareness, educate, and assist in reuniting lost pets with their owners.
- Hosted virtual meetings with youth groups to provide education regarding animals, what it means to be a responsible pet owner, and leaving no trace when out in nature.

Performance / Workload Indicators

Animal Control	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Animal Complaints	527	538	334	336
Humans Bitten/Scratched by Dogs	17	10	23	15

**FY2022 Objectives**

The Arlington Police Department Jail Diversion Program (APD JDP), created in 2010, is a collaboration between the police department and a mental health clinician from The Edinburg Center. Together, we focus on creating alternatives to arrest and jail detention for individuals who come in contact with the police and could benefit from mental health and substance abuse services or other social services.

- Respond to the Arlington Public Schools to provide crisis assessment, crisis counseling, outside referral, and involuntary commitments to hospitals emergency departments, as needed.
- Work with Arlington's homeless population through outreach initiatives and other collaborative interventions.
- Provide requested technical assistance to other law enforcement agencies and departments through the Police Assisted Addiction and Recovery Initiative (PAARI) and the Mental Health Learning Site status.
- Identify and provide alternatives to arrest and criminal prosecution for persons suffering from mental health and substance use issues.
- Coordinate the Opiate Outreach Initiative through our two-pronged approach of:
 - Follow up with persons who have overdosed in the community and provide outreach to known substance users identified by patrol officers, the Criminal Investigative Bureau, and Drug Task Force.
 - Continue to host Arlington ACTS (Addiction Community Training and Support) monthly meetings and special events where residents can be trained to administer the lifesaving drug, Narcan.

Major Accomplishments for 2020

- Provided twelve hours of Arlington Police Department's Jail Diversion Program Training to two out of state departments as a designated Law Enforcement Mental Health Learning Site.
- Hosted NARCAN Night and presented Arlington Opiate Overdose Training to 80+ community members.
- Assisted unsheltered persons with services and resources.
- Decreased the number of overall opiate overdoses through outreach, training, and increased resident and family engagement.
- Responded to and/or followed up with an average of 35 mental health/ substance use community calls monthly assisting residents in need of behavioral health services with treatment options.
- Responded with Arlington Health Inspectors to multiple homes with hoarding concerns and assisted with resources.
- Facilitated Section 35's through the Cambridge District Court for community members without other options.
- Assisted Arlington residents in finding detox and outpatient treatment for substance misuse.
- Provided multiple police departments written program information and PowerPoint presentation on starting co-responder programs of their own.



FY2022 Objectives

- Continue to train officers annually in de-escalation techniques and biased-free policing.
- Expand on-line training to have all sworn officers conduct annual in-service training on-line/remotely.
- Conduct training for newly-promoted officers to properly fill their new roles in the department.
- Acquire software for tracking use of force reports and professional standards investigations upgrading from a file system.

Major Accomplishments for 2020

- Installed automatic door opening technology on public entrances.
- Procured and issued first responders personal protective equipment to keep officers and community safe during the pandemic.
- Recruited, hired, and trained two new public safety dispatchers.
- Conducted Training in Procedural Justice and Implicit Bias Training.
- Conducted several trainings including:
 - Anti-Defamation League (ADL) Law Enforcement Seminar
 - Working with LGBTQIA+ Community
 - MAWLE (MA Assoc. of Women in Law Enforcement)
 - Criminal Reform Act Training
 - Cultural Diversity and Bias Training for Public Safety
 - Procedural Justice & Implicit Bias Training
- Ensured training continued through online training platform as COVID-19 limited the number of in-person training options.
- Successfully completed another accident-free work zone construction year.
- Processed 240 License to Carry Firearms (LTC)/Firearms Identification Card (FID) applications, issued 40 Solicitor Licenses and 1 Hackney License.



Program Description

The Arlington Fire Department's primary functions are the prevention of fire, preservation of life and property, and the overall wellness of the community. These functions are achieved through code enforcement and inspections. Being an all-hazards service, the department will respond to and mitigate any emergency to which our customers request our assistance. Planning for local emergencies, whether natural (i.e., hurricanes) or human-made (i.e., terrorist events), has become an integral component of this department's yearly mandate. The Fire Department is dedicated to the health of our community. Our FF/EMT's respond with both an ambulance and the closest fire apparatus to assess and mitigate all medical emergencies. Community education, such as the Student Awareness of Fire Education Program (SAFE), and the Juvenile Firesetters Intervention Program (JFIP) helps us contribute to the wellness of our customers.

The Department is broken down into two Divisions, Suppression and Operations. Suppression, or line personnel, are the 74 firefighters and officers tasked with responding to emergency calls, public education, inspections of property, drills, training, pre-fire planning, and the daily maintenance of the Department buildings, apparatus, and equipment. The Operations Division is made up of the three Fire Officers assigned to day shifts and mainly oversees Fire Prevention, Training, and EMS. The Fire Prevention Deputy oversees building inspections, code compliance, permitting, school safety, public education, and interaction with public vendors, contractors, and citizens. The Training Captain is responsible for internal and external Departmental training and certifications. He is also responsible for all apparatus, protective gear, and equipment inventory, and serves as the Keeper of Records. The EMS Captain is responsible for training, maintaining, and certifying all Department Emergency Medical Technicians and Paramedics, and is responsible for all EMS licensing, vehicle certification, and inventory of EMS equipment and supplies.

Budget Statement

The Fire department is currently staffed at 75 personnel. It is budgeted for 81 personnel. In the start of FY22 there will be 67 personnel assigned to suppression duty and 7 firefighter vacancies, 3 members assigned to staff duty, 2 mechanics, 1 administrative assistant, and 1 Chief of Department. We anticipate no retirements in FY22.

STAFFING

Fire	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Chiefs	1	1	1	1
Deputy Chiefs	5	5	5	5
Captains	7	7	7	7
Lieutenants	15	15	15	15
Firefighters	50	50	50	50
Professional/Technical	2	2	2	2
Clerical	1	1	1	1
Total	81	81	81	81

FY2022 Objectives

- Continue to provide programs such as the Fire Investigation Unit, Vial of Life, and Student Awareness Fire Education (SAFE).
- Expand the SAFE program to educate middle school students on the dangers of vaping, alcohol, and drugs. Use SAFE funding for more programs for senior citizens.
- Continue with annual Fire and Life Safety Inspections of commercial properties including nursing homes and preschools.
- Purchase new frontline Engine to replace 20yo+ Seagrave Engine.
- Replace outgoing electronic records and reporting system.
- Replace Emergency Managements Air Supply vehicle and Lighting vehicle consolidating into one Air Supply/Lighting/Rehab unit.
- Replacement of the department's AEDs and Thermal Imaging cameras.
- Continue to oversee Fire and Life Safety planning of the new High School.
- Ensure compliance with newly adopted OSHA requirements.
- Train with the Arlington Police Department, local and State agencies, and private partners to implement an ASHER, Active Shooter/Hostile Event Response, coordinated incident plan.
- Continue to identify opportunities for the improvement / streamlining of department processes.
- Continue to look for and promote existing collaborative efforts with other departments such as the CPR training of School and Town employees and supporting Health and Human Service's Homeless Outreach programs.
- Research and secure alternative sources of funding to continue smoke/ carbon monoxide detector program for Senior Citizens.



Major Accomplishments for 2020

- Implemented policies and procedures to protect both the members of the AFD and the citizens of Arlington from COVID, including quarantining staff to a specific fire house, removed jumping houses during a shift and twice a day temperature and COVID screening. Implemented the “one firefighter in” policy limiting potential exposure for both the firefighters and the patient.
- Member of the Manger’s COVID Response team.
- Acquired \$100k+ of PPE at no cost to the Town of Arlington.
- Member of the Core Racial Equity Team.
- Became a member of the both the Homelessness Task Force and its Impact Team.
- Became a member of the Human Services Network.
- Implemented online smoke detector inspection scheduling system for sale of homes which has been well-received by real estate agents and homeowners. The online system has improved the efficiency of department operations and has provided more control to our customers.
- Purchased and implemented the online training program Prodigy to provide the required continuing education to the Department’s Firefighter/EMT in a virtual setting, allowing firefighters to continue training during COVID.
- Received, programmed, and placed into service new portable radios as part of the Fire and Police effort to update the communication system.
- In coordination with the Health and Human Services, School Department, and Recreation Department, trained and certified over 30 public citizens, School, and Town employees in CPR, AED, Tourniquet, and Narcan training programs.
- Began the process of acquiring and designing a new frontline ambulance.
- Continued annual Fire and Life Safety inspections of over 150 commercial properties.
- Inspected over 500 residences to ensure proper smoke/carbon monoxide detector installation.
- Performed Fire and Life safety inspections of 41 high-rise buildings.
- Ongoing training and implementation of new procedures and medications for responses to opioid overdoses and fentanyl usage.

Performance / Workload Indicators

Fire Department	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Emergency Calls	5,562	5,150	4,749	5,300
Rescue Response	3,408	3,272	2,456	3,000
Overlapping Calls	1,643	1,282	1,208	1,300
Private Ambulance ALS/BLS	1,318	1,179	1,685	1,600
Average Response Times	3m 17s	3m 15s	2min 59s	3min
Average Time Rescue Calls	31m 53s	31min 41s	33min 58s	32min
Fire Calls	109	122	106	110
Average Total Time Fire Calls	30m 12s	38m 38s	43min 54s	40min
Loss Property	\$2.3 million	\$3.7 million	\$4.7 million	\$5 million
SAFE Students Taught	3,888	3,905	3,952	*3,900

*Subject to Covid restrictions

Performance / Workload Indicators

Fire Prevention	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Hours of School Fire Drills	50	50	21	50
Hours of Fire Protection System Inspection	746	545	436	500
Hours Strategic/Tactical Ops Plan.	34	34	38	34
Permits Issued	903	903	732	900
Permits Issued Revenue	\$ 46,750	\$ 46,995	\$ 39,015	\$ 50,000

Performance / Workload Indicators

Fire Training	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Training Sessions	167	202	181	200
Training Hours	835	1,010	905	1,000
Total Attendees	1,522	1,694	1,475	1,500

PROGRAM COSTS

Fire	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	7,166,229	7,299,596	7,545,625	7,509,178
Expenses	394,535	371,404	420,400	437,400
Total	7,560,764	7,671,000	7,966,025	7,946,578



Fire Chief
Kevin Kelley

Fire Administration
Administrative Assistant

Suppression

Operations
1 Deputy Chief
2 Captains

Mechanics
1 Master Mechanic
1 Mechanic

Group 1
Deputy Chief

Group 2
Deputy Chief

Group 3
Deputy Chief

Group 4
Deputy Chief

2 Captain
3 Lieutenants
13 Firefighters

1 Captain
4 Lieutenants
13 Firefighters

1 Captain
4 Lieutenants
12 Firefighters

1 Captain
4 Lieutenants
12 Firefighters



Program Description

The Inspectional Services Department is responsible for enforcement of the Commonwealth of Massachusetts's Building, Electrical, and Plumbing and Gas Codes, as well as all related regulations, standards, and Town Bylaws. Additionally, the Inspectional Services Department implements strategic projects as assigned by the Town Manager.

Budget Statement

Inspectional Services maintains a level funded budget.

Major Accomplishments for 2020

- Received and processed 112 public record requests.
- Inspection and issuance of Certificate of Occupancy for newly renovated Central School/Community Center.
- Inspection and issuance of Certificate of Occupancy for a Medical and a Recreational Marijuana facility.
- Issued permits for 17 new single-family and 3 new two-family home permits and 55 mixed use units.
- Issued and inspected 103 solar panel installations.
- Performed annual inspections of 27 beer and wine licenses.
- Performed annual inspections of 21 daycare facilities.
- Assisted homeowners, contractors, and attorneys with appeals processes.
- Continued enforcement of the new "Good Neighbor" agreement per Town bylaws for certain residential construction projects.
- Worked with the Town's Engineering Department on Storm Water management bylaw and the Tree Warden on the Town's tree bylaws.
- Issued permits for second phase Central School/Community Center renovation.
- Permitted and issued Occupancy permits for Youth Villages at previous site of Germaine Lawrence facility.
- Inspectional Services continued to maintain daily full operations during COVID period while abiding with all state and local regulations.

PROGRAM COSTS

Inspectional Services	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	490,793	505,404	519,048	527,414
Expenses	11,085	8,807	15,200	15,200
Total	501,878	514,211	534,248	542,614

STAFFING

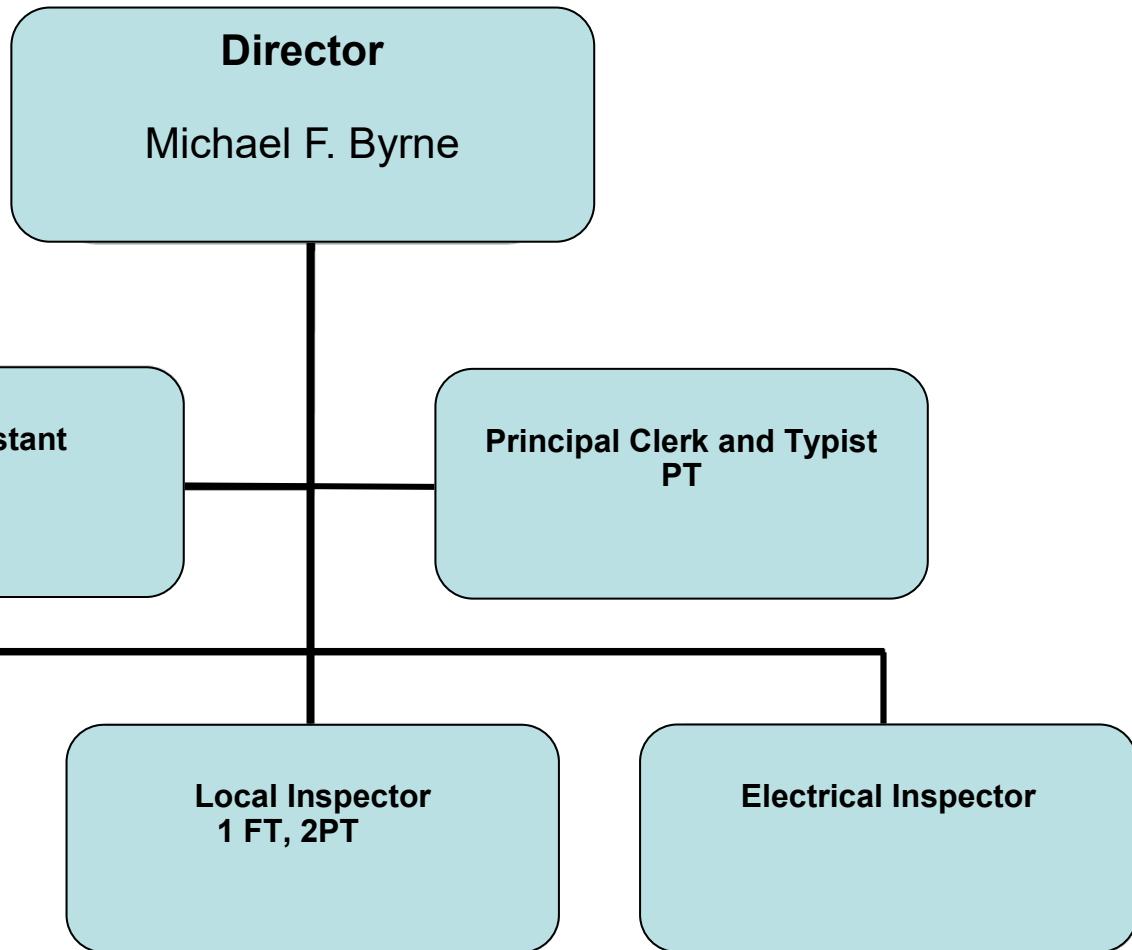
Inspectional Services	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Clerical	1	1	1.7	1.7
Professional/Technical	4	4	3.6	3.6
Total	6	6	6.3	6.3

Performance / Workload Indicators

Inspectional Services	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Building	2,681	2,645	2,457	2,800
Plumbing	954	1,104	817	1,000
Gas	708	921	662	1,000
Wiring	1,281	1,233	1,093	1,100
Revenues	\$ 1,831,800	\$ 1,850,000	\$ 1,734,609	\$ 1,900,000

FY2022 Objectives

- Receive and process an increasing number of public record requests.
- Assist Zoning Board of Appeals.
- Continue to administer the Vacant Storefront Registry Program with the Planning and Community Development Department.
- Communicate with contractors and homeowners regarding the "Good Neighbor" bylaw requirements.
- Review, issue permits and inspect anticipated: new High School, new DPW complex, multiple 40B applications, Housing Corporation of Arlington projects at 117 Broadway, 19 Park Ave. and 122 Lowell St.



LIBRARIES





Program Description

The Robbins Library and the Fox Branch Library are vital community centers for all. Library staff, trustees, and dedicated volunteers create opportunities for lifelong learning, personal fulfillment, and enjoyment. The library strives to respond to citizens' needs with services and programs in the context of free and equitable access for all Arlington residents. Library staff select, purchase, and process a wide range of library materials including books, periodicals, audio-visual, and downloadable/streaming materials. Reference assistance and reader's advisory services are offered in person and via email, chat, and phone.

Library staffs maintain efficient recordkeeping for over 200,000 items in the physical collection and access to over 120,000 titles in the digital library through shared resources of the Minuteman Library Network and resources purchased exclusively for Arlington cardholders. The Library promotes curiosity and the love of reading in children, teens, and adults and provides materials and services which support formal learning as well as the desire for entertainment and personal growth.

Budget Statement

The total projected FY22 budget will meet the state municipal appropriation requirement for library certification, which in turn affords Arlington residents borrowing privileges at local libraries and through the Minuteman Library Network interlibrary loan system.

FY2022 Objectives

- Fully restore library services and hours in the wake of the COVID-19 pandemic, as public health conditions permit.
- Explore ways to enhance support for library services to teens--an expanding cohort in Arlington.
- Promote the Reimagining Our Libraries capital improvement projects at the Robbins Library and Fox Branch Library by working with town leadership, appropriate departments, and library support groups. Continue to explore public/private opportunities for the Fox Library site.
- Launch the redesigned library website and "virtual branch," robbinslibrary.org.
- Implement the new Strategic Plan for Arlington's libraries.
- Work with the library Equity, Diversity and Inclusion task group and relevant town departments, boards, and commissions to improve library spaces and services and make them welcoming to all.
- Proceed with the strategy to deaccession the Winfield Robbins Art Prints collection.
- Continue working with the Housing Corporation of Arlington's Human Services Network, a collaboration of relevant Town departments and non-profit social services organizations working to identify and stabilize vulnerable community members by connecting families and individuals to resources that promote healthy living.

PROGRAM COSTS

Libraries	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	1,851,631	1,946,516	2,048,445	2,115,964
Expenses	494,340	456,536	538,880	538,880
Total	2,345,971	2,403,052	2,587,325	2,654,844



Major Accomplishments for 2020

- Successfully pivoted library services during the COVID-19 pandemic: expanded collections of downloadable e-books, audiobooks, and streaming media services; supported children, families, and older adults with virtual program options; established contactless pick-up with a custom-designed scheduling app purchased by the Minuteman Library Network; introduced “Grab Bags” to circulate materials in bulk and reduce wait times; circulated take-home laptops and hotspots to address the digital divide; increased cleaning and added air filtration and purification to mitigate risk for Robbins Library staff and the public.
- During lockdown, produced a town-wide mailer to promote Summer Reading across age categories, resulting in 1,136 participants. In a normal year participation averages around 1,600.
- Coordinated with ACMi to make library-produced videos of virtual programs available to wider audiences e.g., author readings, and a history of Arlington’s Libraries presentation by Richard Duffy, sponsored by the Friends of the Robbins Library.
- Launched Arlington’s COVID-19 Archive, a digital archive meant to be a permanent record of Arlington’s experience of the pandemic. The archive is hosted on the Local History page of the library’s website and will remain open for submissions indefinitely.
- Thanks to support from the Friends of the Robbins Library, the \$1.00 rental fee for feature DVDs was removed, thus eliminating a financial barrier to access. Library DVD collections continue to circulate well despite streaming options.
- In January 2020, launched “open holds” system at Robbins and Fox as an added convenience for patrons. With open holds, patron-requested materials that are ready for pickup are tagged and placed spine-down (for privacy reasons) on open public shelves. Previously, everyone had to wait in line for staff to retrieve their reserved material from a storage area behind the circulation desk. With open holds, the patron goes to the designated shelves, finds their reserved materials, and uses the self-checkout terminal or has items checked out to them by staff.
- Working with the Health and Human Services Department, established library hours for the Case Manager for homeless services.

Accomplishments (cont.)

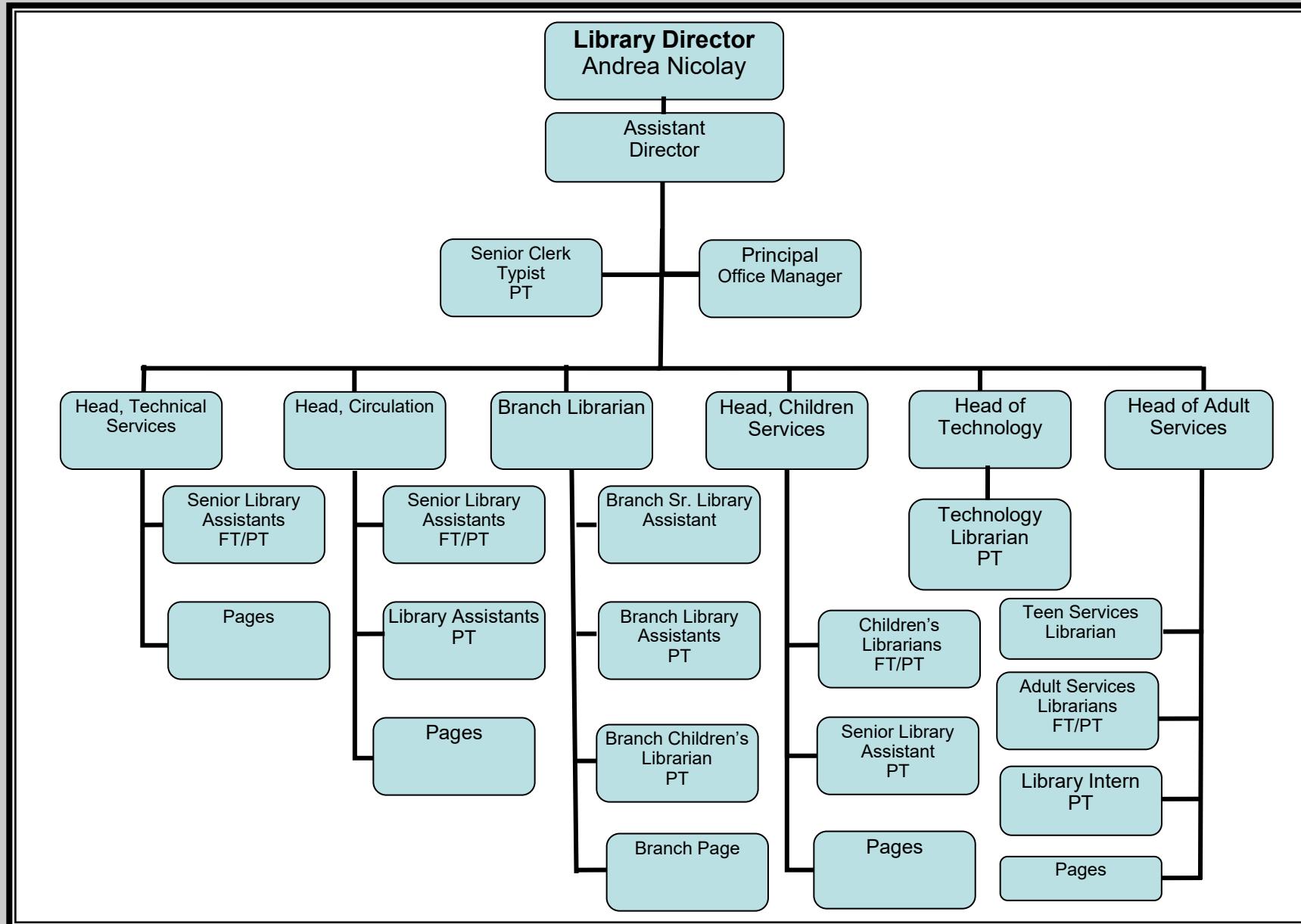
- Applied library trust funds to replace the worn-out, heavily used Teen Area diner booths.
- Partnered with Arlington EATS to provide age-appropriate giveaway books to families receiving meals in July and August.
- Added to the circulating art prints collection, incorporating the work of local artists for the first time ever.
- As a Managing Partner of the Arlington Cultural District, won the maximum \$6,000 grant from the Mass Cultural Council which is supporting a new walking tour of Arlington’s cultural assets.

STAFFING

Libraries	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Clerical	14	14.5	15	15
Professional/Technical	15.65	15	14.8	14.8
Custodial/Bldg. Maint.	0	0	0	0
Total	30.65	30.5	30.8	30.8

Performance / Workload Indicators

Library	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Total circulation	741,374	749,636	669,692	750,000
Physical materials	663,644	643,004	520,080	600,000
E-content	77,730	106,632	149,612	150,000
Interlibrary loans processed	148,384	153,964	125,143	150,000
Reference questions answered	63,969	70,609	45,556	70,000
Children's programs	436	467	361	480
Adult and YA programs	225	236	236	240
Visits to Robbins Library	336,381	343,421	204,156	300,000
Uses of Meeting Rooms	1,200	1,471	684	500





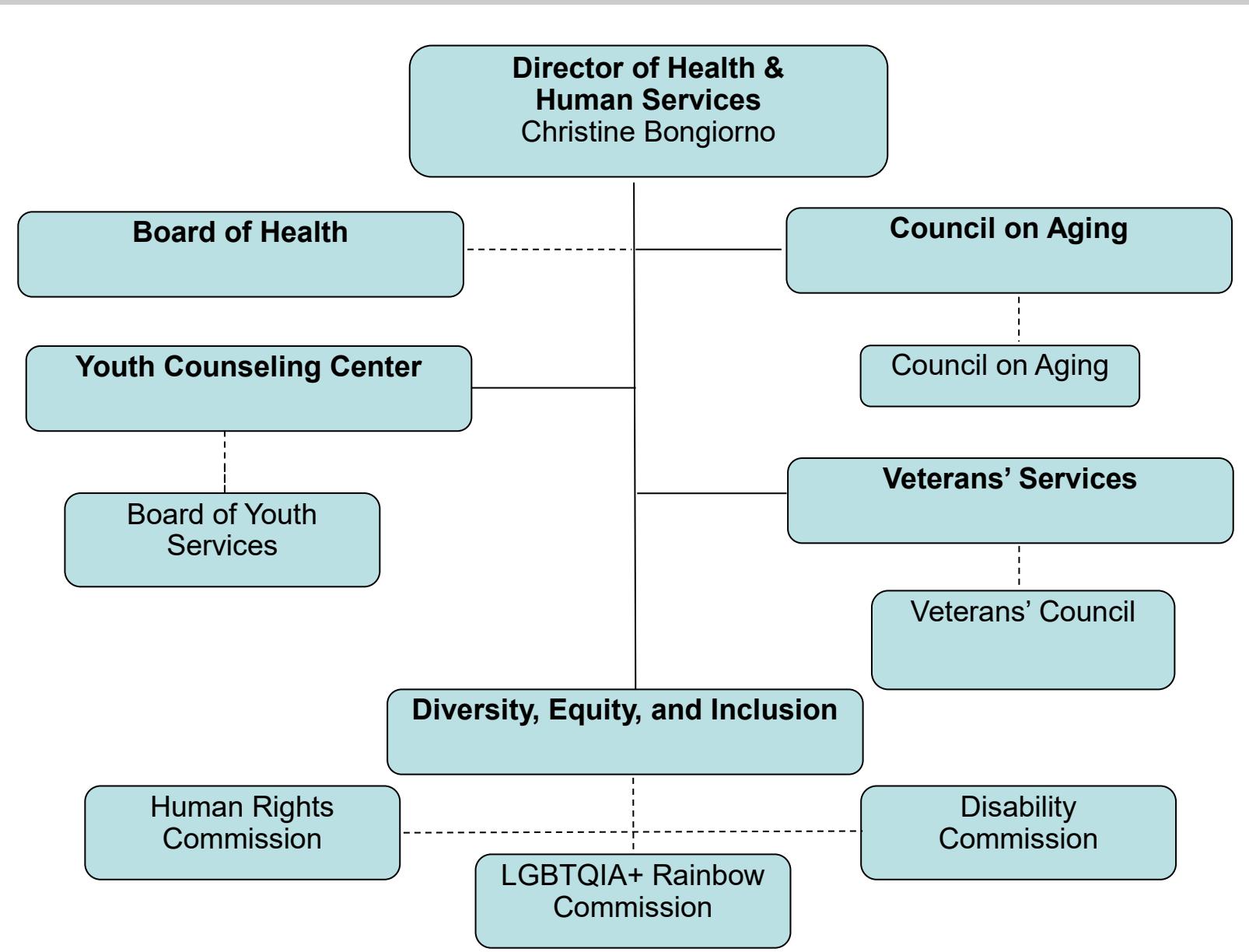
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HEALTH AND HUMAN SERVICES

BOARD OF HEALTH • VETERANS' SERVICES •
COUNCIL ON AGING





Program Description

The Department of Health and Human Services (HHS) is responsible for the health, safety, and wellbeing of all Arlington residents. The divisions that fall within HHS include:

- Health Department
- Council on Aging
- Arlington Youth Counseling Center
- Veterans' Services
- Diversity, Equity, and Inclusion

HHS also coordinates the activities of the Board of Youth Services, Council on Aging, Human Rights Commission, LGBTQIA+Rainbow Commission, Disability Commission, Board of Health, Widows Trust Commission, Youth Health and Safety Coalition, Health and Human Services Charitable Corporation, and Heating Assistance Program.

The Health Department is the lead division within Health and Human Services. The Health Department is required by state and local laws to perform many critical duties related to the protection of public health. These duties cover a wide range of public health control and prevention activities including: disease surveillance, the promotion of safe and sanitary conditions in housing, recreational facilities, and food establishments, elimination of nuisances, protection of the environment, and numerous other federal- and state-mandated responsibilities.

Budget Statement

The budget has several increases. Due to COVID-19, two additional Health Compliance Officer positions were added. Additionally, a part-time Program Coordinator was added to provide support to the Diversity, Equity, and Inclusion Division.

FY2022 Objectives

Health and Human Services:

- Work closely with the Human Services Network to continue to improve coordination among all social service providers in town.
- Continue to implement best practices around racial equity into Department at every level.
- Continue to promote programs within each division that support residents in need including the SNAP program, Fuel Assistance, and property tax support.
- Continue to provide support to community most affected by COVID-19

Health Department:

- Continue to work with various business sectors and community stakeholders to ensure the safe re-opening and operation of Arlington during the COVID-19 pandemic.
- Implement COVID-19 vaccination plan for entire population as required by Centers for Disease Control.
- Continue to educate residents and businesses in Town to promote the safety and well-being of the community during the COVID-19 pandemic.
- Operate emergency dispensing sites for COVID-19 vaccinations, as vaccinations become available.



Major Accomplishments for 2020

Health and Human Services:

- Worked with individuals experiencing homelessness to conduct a cleanup at the wooded area in East Arlington.
- Created a partnership between the Arlington Youth Counseling Center and Arlington Police Department to hire an Outreach Worker tasked with reaching out to vulnerable residents within the community and providing support and resources.
- Established support network to address needs of community during COVID-19 pandemic including food delivery, medication delivery, mental health support, and social isolation prevention.
- Established a fund that provides direct financial support to residents directly affected by COVID-19.

Health Department:

- Served as the Lead Host Agency for the Region 4b Medical Reserve Corps (MRC) unit, comprised of 18 communities. The Medical Reserve Corps is a national network of volunteers, organized locally to improve the health and safety of their communities. MRC volunteers include medical and public health professionals, as well as other community members without healthcare backgrounds. MRC units engage and train these volunteers as well as local and state-level partners to strengthen public health, improve emergency response capabilities, and build community resiliency.
- Administered over 1,500 flu shots at over 25 public flu clinics throughout the community.
- Worked with East Middlesex Mosquito Control Project (EMMCP) to treat all catch basins across town twice during the summer to prevent mosquito growth.
- Responded to over 425 residential complaints varying from unsanitary housing conditions to food code violations, and nuisance type conditions such as pest, trash, noise, and odor concerns.
- Swiftly and effectively implemented safeguards to ensure the safety and well-being of residents and businesses in response to the COVID-19 pandemic.

Major Accomplishments (cont.)

- Led daily town leadership meetings to foster a collaborative response to the COVID-19 pandemic.
- Educated business sectors regarding required COVID-19 safety standards for re-opening.
- Regularly communicated COVID-19's impact on the community to the Arlington public through daily data and information reports.
- Worked closely with the MA Department of Public Health in response to COVID-19.
- As of March 15, 2021, administered 3,800 COVID-19 vaccinations to the Town's public safety (police and fire) personnel and to senior residents over the age of 65, those living in senior housing centers, and many of those who otherwise could not leave their homes.

Fiscal Year 2022 Budget



Health & Human Services Health Department

Performance / Workload Indicators

Health Department	FY2018 Actual	FY19 Actual	FY2020 Actual	FY2021 Estimated
Food Inspections	437	490	377	400
Tobacco Compliance Checks	38	19	18	18
Tanning Establishment Inspections	1	1	0	1
Biotech facility Inspection	0	1	1	1
Body art establishment Inspection	1	1	0	2
Camp Inspections	6	6	10	8
Dumpster Inspections	280	300	109	200
Keeping of hen Inspections	3	5	14	15
Body work establishment Inspection	4	2	0	2
Demolition Inspections	27	17	17	20
Housing Inspections	129	112	70	75
Ice Rink Inspections	1	1	0	1
Power sanding Inspections	4	1	0	5
Public Pool Inspections	12	12	2	12
Public Beach Inspections	4	4	2	4
Resident Complaints	330	317	327	350
Sealer of Weights and Measures Inspections	498	183	185	100
Communicable Disease Investigation	346	270	545	1,000
Flu Vaccinations Administered	1464	2,064	1,564	1,800
COVID-19 Calls			842	2,000

STAFFING

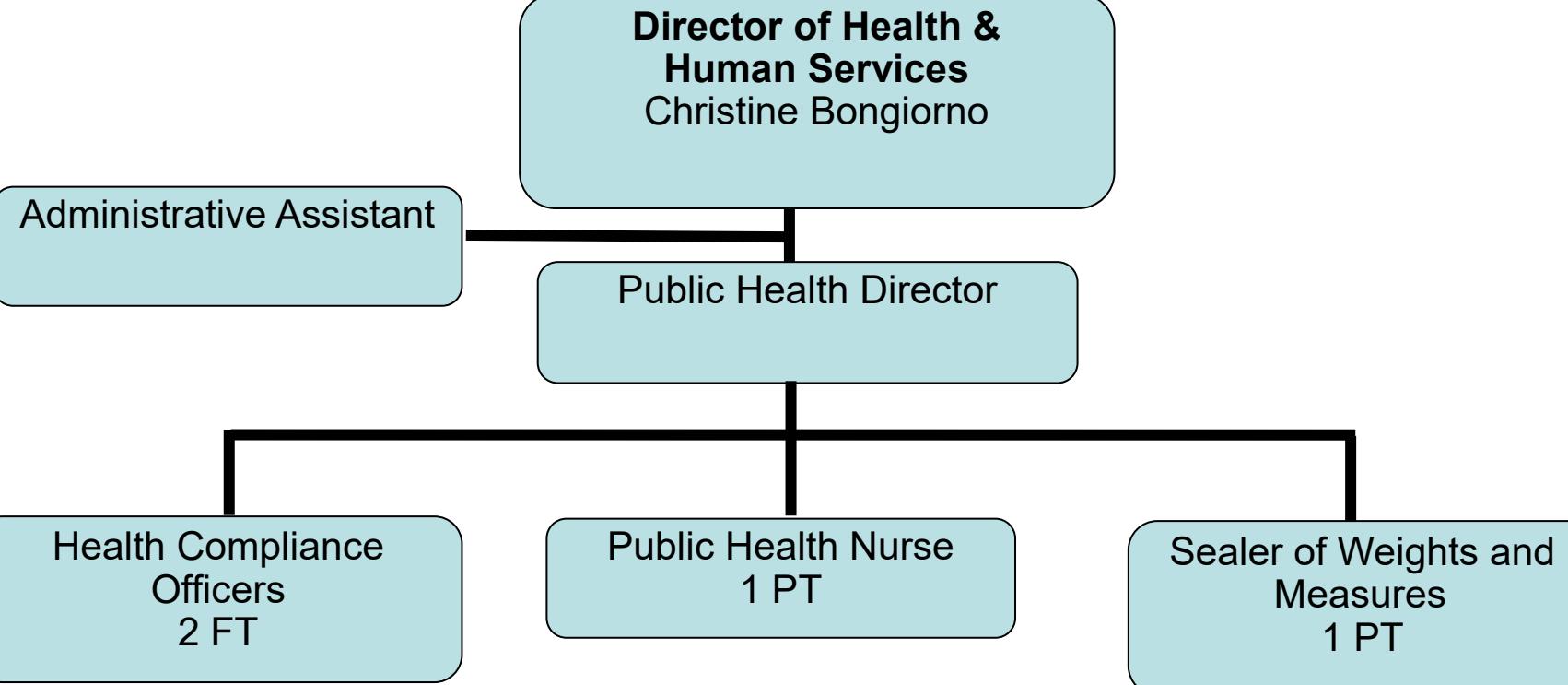
Health & Human Services	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	3.4	4.9	5.3	7.1
Total	5.4	6.9	7.3	9.1

PROGRAM COSTS

Health & Human Services	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	446,354	540,114	526,363	742,757
Expenses	94,606	85,173	145,200	190,900
Total	540,960	625,287	671,563	933,657

Performance / Workload Indicators

Rentals	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Whittemore Robbins House Events	19	25	13	0
Town Hall Auditorium Events	81	90	39	0



**Program Description**

Veterans' Services is a division of Health and Human Services. The Director of Veterans' Services works with Veterans living in Arlington to assist with accessing basic needs. Through Massachusetts General Law, Chapter 115, direct financial assistance is provided to veterans who qualify. Additionally, the Director assists veterans with accessing Federal Veterans' Administration (VA) benefits.

Budget Statement

There is a decrease in the line item for Veterans' Support to have it match the actual expenditures in the past few years.

It is important to note that the Commonwealth of Massachusetts reimburses Arlington a minimum of 75% of all approved expenditures for Chapter 115 Veteran Benefits. All requests for emergency services as well as other special services such as housing services are reimbursed at 100%.

PROGRAM COSTS

Veterans' Services	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	70,077	74,911	75,728	75,728
Expenses	281,707	243,937	305,268	251,268
Total	351,784	318,848	380,996	326,996

STAFFING

Veterans' Services	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	0	0	0	0
Clerical	0	0	0	0
Professional/Technical	1	1	1	1
Total	1	1	1	1



Major Accomplishments for 2020

- The Director coordinated the work of the six-member Arlington Veterans' Council. The Council focused on addressing issues related to veteran memorials, the review and development of policies pertaining to Arlington veterans, and new projects to promote Arlington and veterans.
- The Memorial Day ceremony was closed to the general public due to COVID-19 restrictions. The ceremony was conducted in the Town Hall and broadcast live through ACMi. Similarly, the Veterans' Day ceremony was closed to the public. The ceremony was pre-recorded with ACMi broadcasting the ceremony on November 11th. The ceremony paid tribute to past and presently serving veterans while showcasing various locations throughout the town.
- The Director assisted local veterans and families in applying for, and receiving, Federal VA benefits. Arlington veterans and/or dependents received nearly \$620,000 per month in tax-free veteran benefits from the VA. The total amount received in 2020 is \$7,437,081.
- The monument honoring Lt. Richard Buzzell was unveiled in September. The plaque was restored and mounted to a new granite stone, a new flag pole with solar lighting was installed, and two benches were installed flanking each side of the monument. These updates enable residents to enjoy this location while paying tribute to a local veteran.
- The scanning of military records was completed. All paper Grave Registration Cards dating back to the Revolutionary War, and all military service records to present day, have been scanned for preservation purposes.

Performance / Workload Indicators

Veterans' Services	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Department of Veteran Services Clients (DVS)	52	40	31	27
Department of Veterans' Assistance Clients (VA)	325	304	308	310
Federal VA revenue provided to local veterans	\$3.65M	\$3.97M	\$4.18M	\$4.25M

FY2022 Objectives

- An official re-dedication ceremony of the new memorial honoring Lt. Richard Buzzell is scheduled to take place during Memorial Day events in 2021.
- The Director will continue to engage the community on benefits and services available to veterans and their families. The focus will include increasing public participation in the Memorial Day and Veterans' Day ceremonies.
- The Director will continue to work with other agencies and companies in the area to promote benefits and services provided at the local, state and federal level.
- The Veterans' Council will be seeking public feedback regarding the establishment of a new Veterans' Memorial Park. The Council is being pro-active in exploring all possibilities. The Director had conducted three meetings prior to the COVID-19 outbreak. These meetings will restart as soon as open public meetings resume.



Health & Human Services Director
Christine Bongiorno

Veterans' Agent
Director of Veterans Services

Veterans' Council



Program Description

The Council on Aging, a division of the Department of Health and Human Services, is a community based social services organization that supports residents age 60 and over in Arlington. The agency's primary responsibilities are to provide information and referral, develop health and wellness programs, provide a sense of well-being through social programs, and promote civic engagement.

The Council on Aging is supported by a Town appointed board consisting of nine Arlington residents.

Budget Statement

This is a level services budget.

PROGRAM COSTS

Council on Aging	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	273,534	281,782	320,225	379,599
Expenses	28,386	28,677	66,200	64,800
Total	301,920	310,460	386,425	444,399

Performance / Workload Indicators

Council on Aging	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Units of Service Delivered	19,366	19,500	21,142	23,000
COA Volunteers	230	240	262	340
Volunteer Hours		5,400	6,228	8,228

Major Accomplishments for 2020

- Created, distributed, and compiled results for Age-Friendly survey and drafted plan to move forward with priority areas.
- Continued to raise funds through a capital campaign for the center renovation and approved renaming of the Senior Center to the Arlington Community Center.
- Organized and implemented the first Virtual Arlington for All Ages 5k Race due to the pandemic. Raised \$2,000 toward the Capital Campaign through this effort.
- Successfully placed 20 Senior Work Off participants, five Harry Barber participants, and one Veteran participant working within town departments completing over 4,000 hours of service.
- Offered both in-person and virtual education to older Arlington residents regarding the property tax programs that they could be eligible for, such as Property Tax Deferral and Elderly and Disabled Tax Relief.
- Increased the volunteer base by over 100 new individuals during the pandemic, in partnership with Arlington EATS and Food Link. Volunteer duties expanded widely since March 2020.
- Collaborated with AARP to provide free, federal and state tax preparation for as many residents as possible before being shut down due to the pandemic. Afterward, referred residents to virtual appointments with AARP volunteers.
- Provided 75 seniors with a bag full of everyday essentials and a gift card during the winter holiday season through the "Warm Wishes" program.
- Increased the intergenerational participation through growing a book club and tea talk events.
- COA Nurse trained on the UCLA Memory Training Program and executed virtual workshop in this new program for Arlington Residents.

STAFFING

Council on Aging	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Clerical	1.50	1.50	1.50	1.69
Professional/Technical	1.71	1.71	2.34	2.80
Total	4.21	4.21	4.84	5.49

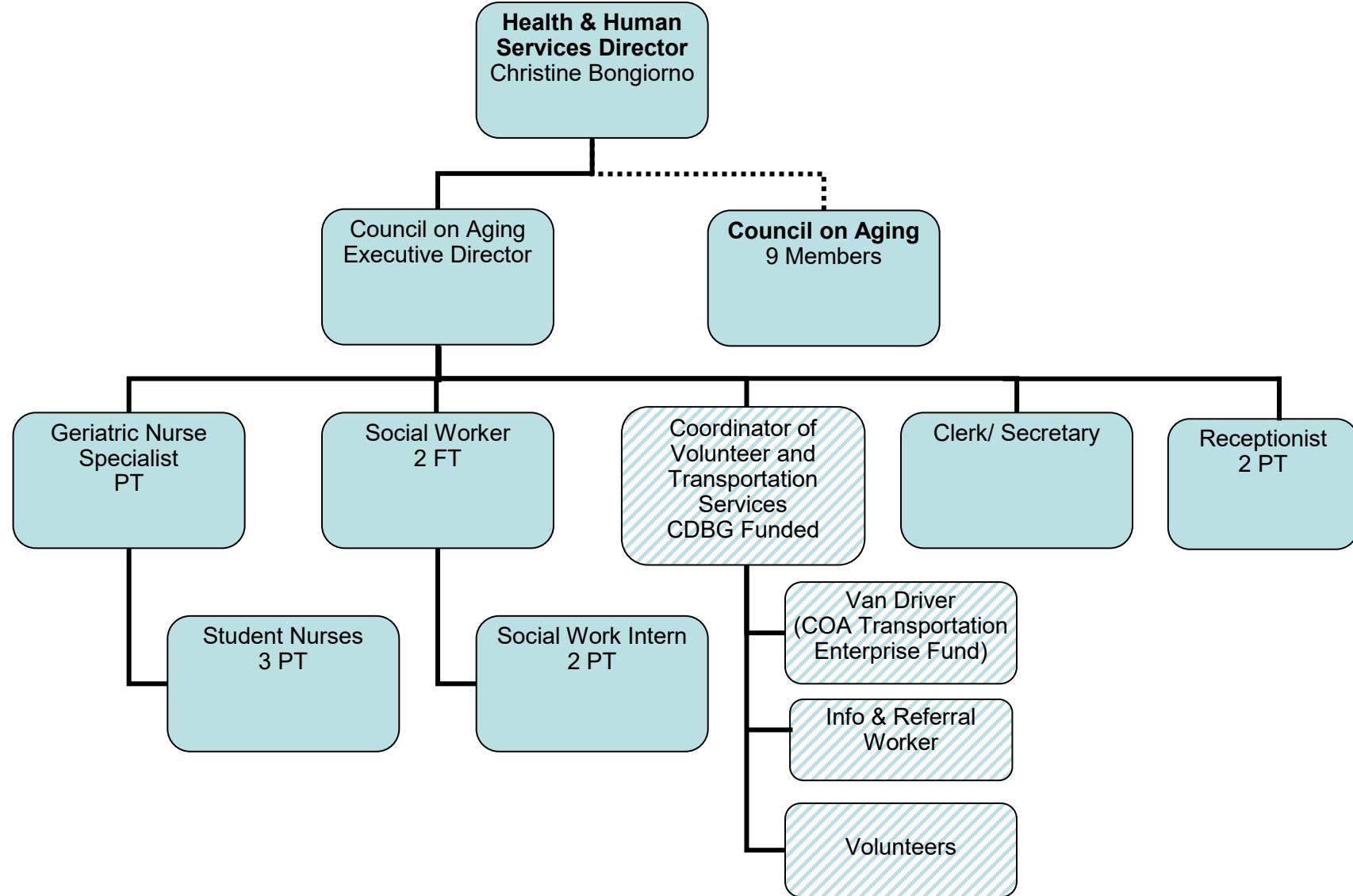


Major Accomplishments (cont.)

- Maintained partnerships with the Arlington Public Library and Rainbow Commission to offer programs including REEL Queer, an Intergenerational Queer Movie Series at the Robbins Library and SAGE Table, where people who are LGBTQ+ of all different ages and their allies, learn about each other's lives and histories, and foster intergenerational community. LGBTQ+ programming has attracted residents from other communities, including Belmont and Brookline.
- LGBTQ+ programming grew and continued throughout the pandemic.
- Provided organic, local fresh produce to 50 older residents for 20 weeks through a partnership with Lahey/BIDMC Hospitals and their Farm Share Program. Due to the pandemic, these deliveries were made by Senior Work-off Volunteers.
- Collaborated with Greater Boston Food Bank for their Commodity Supplemental Food program (CSFP), bringing 30 pounds of free groceries on a monthly basis to 75 Arlington residents who have a low income.
- Continued Van trips to Market Basket weekly shopping program to help seniors lower their food costs.
- Enrolled 30 residents in the Supplemental Nutrition Assistance Program (SNAP), reducing the number of eligible residents who were unenrolled.
- Partnered with Minuteman Senior Services to identify 40 seniors who make a low income to participate in a federally-funded Farmer's Market Coupon program. Coupons were exchanged for locally-grown produce at the Arlington Farmer's Market.
- Organized 55 volunteers to deliver 117 hot turkey dinners on Thanksgiving Day to older, home-bound residents that are alone on Thanksgiving.
- Assisted 60 Arlington residents with federal fuel assistance programs.

FY2022 Objectives

- As the COVID-19 Pandemic evolves, continue to focus on safety for older residents and meet their crucial needs such as nutrition access, medical access, and financial assistance.
- Continue to offer virtual programming, even after the COVID-19 pandemic is over. The tools that are in place as a result of the pandemic will help reach homebound, ill or fearful residents in the years to come.
- Reach \$200,000 total raised toward the furnishings for the Arlington Community Center
- Unveil the newly-renovated Arlington Community Center, including a greater variety of art and exercise programs, more evidence-based programs such as the National Council on Aging (NCOA) Aging Mastery Program, Chronic Disease Self-Management program, and guest lectures.
- Secure \$25,000 in new funding from local grantors offering assistance with technology and transportation needs for older adults.
- Continue to serve as a SNAP enrollment site and help to close the SNAP Gap through education and outreach with goal of enrolling 50 new participants.
- Continue to serve as an intake site for Community Teamwork; providing Arlington residents easier access to apply for fuel assistance/LIHEAP program.
- Continue to increase partnerships within the community and municipality.
- Increase access to nutrition by maintaining close partnership with Arlington EATS. Provide complimentary rides to the food pantry and add a second CSFP delivery site to East Arlington.





Program Description

The Diversity, Equity, & Inclusion (DEI) Division of the Department of Health and Human Services (HHS) is responsible for leading the racial equity initiatives laid out by the Town. The DEI Division responds to questions, concerns, and complaints that pertain to ADA compliance, and cooperates with other departments to ensure the ADA Self-Evaluation Transition and Implementation Plan is being used and considered as projects across town develop.

DEI manages and coordinates the work of the Human Rights Commission, LGBTQIA+ Rainbow Commission, and Disability Commission, including planning and executing programming and managing their budgets.

The DEI Division collaborates and partners with a number of departments, boards, and commissions across the Town, in addition to external organizations, to advance equity goals, provide and improve trainings and workshops, and serves as a liaison to the Mystic Valley NAACP Branch, and the Racial Equity Learning Community offered through the Community Health Network Area (CHNA) #17.

Budget Statement

The DEI budget has increased as it became its own division. A part-time Program Coordinator was added to provide support to the Diversity, Equity, and Inclusion Division and the expense budget increased to provide training for all town staff.

FY2022 Objectives

- Work closely with DPW, Planning, and Facilities Departments to continue advancement and coordination of ADA Transition and Implementation Plan.
- Complete the Race, Equity, and Leadership (REAL) Training Program with NLC and continue to implement best practices around racial equity into departments at every level.
- Provide, improve, and build up educational programming and opportunities for employees and community members, including additional training and workshops.
- Establish Municipal Equality Index (MEI) Working Group to address areas in need of change to improve the Town's laws, policies, and services affecting the LGBTQIA+ community.
- Continue to provide support to Human Rights, Disability and LGBTQIA+ Rainbow Commissions.
- Produce an Equity Action Plan, followed by implementation steps, that will provide the beginning stages of a roadmap for advancing equity across all facets of the Town and that will be a living document to be added to and changed as seen fit.
- Formalize Community Conversation series to be annual summer programming.
- Sustain and expand the Elevating Arlington's Voices of Color (EAVoC) project and supplemental programming, to continue to give voice to Black, Indigenous, People of Color (BIPOC) community members.
- Continue and expand the MA DEI Coalition, established in early 2021, to connect DEI municipal leaders across the state to share challenges and best practices.

Diversity, Equity, and Inclusion	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	-	55,170	72,263	101,561
Expenses	-	-	8,000	38,000
Total	-	55,170	80,263	139,561

Diversity, Equity, and Inclusion	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	-	-	1	1
Clerical	-	-	0.51	0.51
Total	-	1	1.51	1.51



Major Accomplishments for 2020

- Coordinated and facilitated, in partnership with the National League of Cities (NLC), the first-ever Racial Equity 101 Training, part of a multi-level Race And Equity Leadership (REAL) Training Program, for approximately 65 Arlington mid-level and management staff. The training expanded staff knowledge and skills in how to operationalize and properly use racial equity toolkits at work.
- Established Core Equity Team made up of Town employees, representing most departments, to work more closely with the Division to advance initiatives.
- Created Business Task Working group, with members of the Disability, LGBTQIA+ Rainbow, and Human Rights Commissions to focus on how to engage with businesses to promote and support an anti-discriminatory and unbiased set of best practices.
- Hosted 7-part Community Conversations-series of race talks in collaboration with the Arlington Human Rights Commission (AHRC), Arlington Police Department (APD), Arlington Public Schools (APS), VISIONS, INC, Arlington Community Media Inc. (ACMi) and other participants.
 - Session 1: A Time of Reflection & Action
 - Session 2: Racism and Housing
 - Session 3: Arlington Public Schools Talk about School Discipline
 - Session 4: Elevating Suppressed Voices
 - Session 5: VISIONS, Inc. Diversity/Equity/Inclusion Climate Assessment of APD
 - Session 6: Arlington Public Schools Listens to Suppressed Voices
 - Session 7: Town Session with Richard Pedrini: Apology and Acknowledgement.
- Co-sponsored Black Lives Matter Vigil and Juneteenth Celebration.
- Coordinated Pride Banner campaign with Rainbow Commission to create Pride banners for the center of town to celebrate and spread awareness of Pride Month.
- Co-Hosted with the Disability Commission a public information session on the ADA Self-Evaluation, Transition, and Implementation Plan, presented by the Institute for Human Centered Design and DPCD.

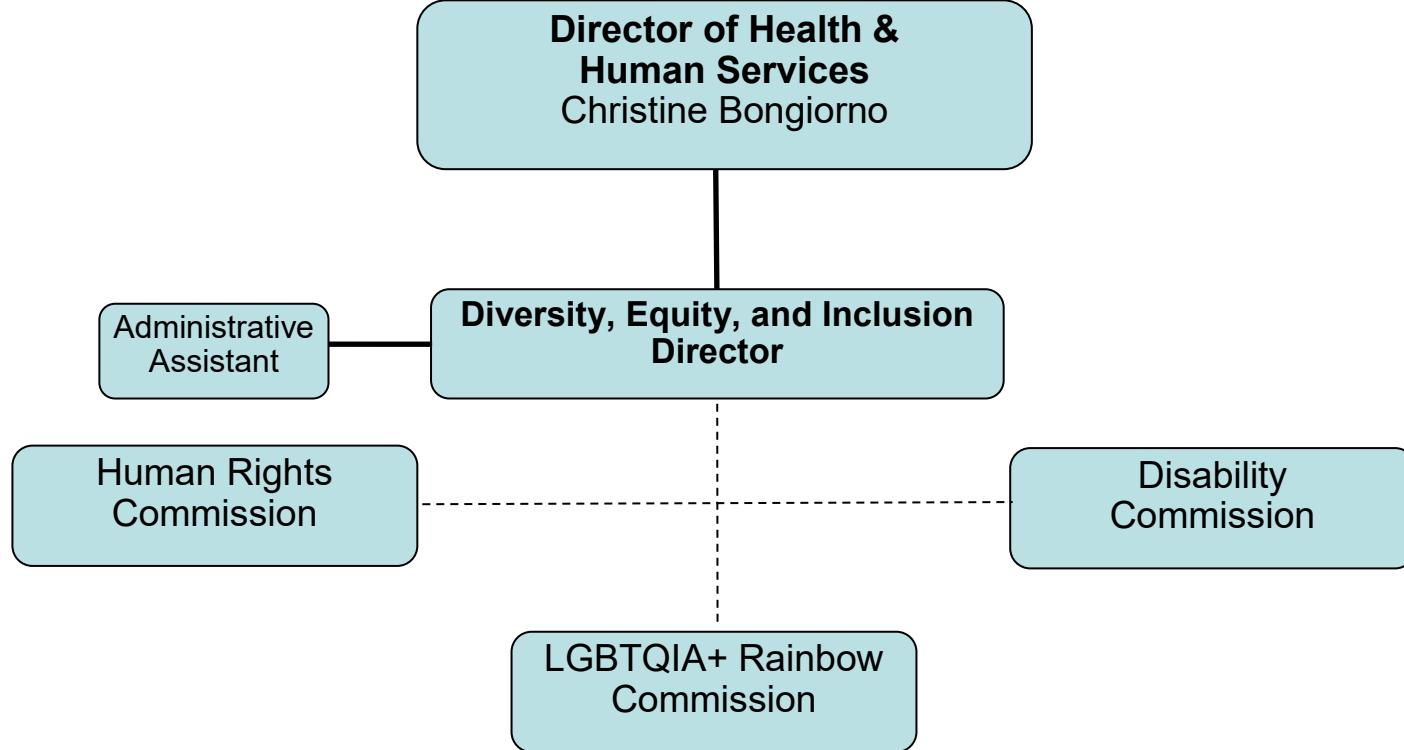
Accomplishments (cont.)

- Established the Elevating Arlington's Voices of Color (EAVoC) Archive Project, in partnership with the Robbins Library and Arlington Commission for Arts and Culture (ACAC) in early 2021, that combines the creation of a digital archive to give voice to BIPOC community members and arts programming with artists of color.
- Co-facilitated with Powerful Pathways to provide the Community Racial Justice Teach-Ins; a five-session pilot program for community members to participate in workshop-style discussions on racial justice topics over the course of three months in early 2021.
- Arlington Director of Diversity, Equity, and Inclusion received Black Excellence Honor from State Legislature at annual event, Black Excellence on the Hill.

Performance / Workload Indicators

Diversity, Equity, and Inclusion	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Trainings	-	-	4	8
Planning/Advisory Meetings	-	-	25	76
HRC, Disability, and Rainbow Commission Meetings	-	-	30	36
Community Events/Programs	-	-	8	35
Partnerships/Collaborations	-	-	9	15
Residents Participating in Racial Justice Teach-Ins	-	-	0	52

**DEI work began in January 2020*





NON-DEPARTMENTAL

RETIREMENT • INSURANCE



Program Description

The Arlington Retirement Board is an autonomous 5-person board which oversees the Town pension system under Massachusetts General Law, Chapter 32. Members of the Arlington Contributory Retirement System are active employees for the Town of Arlington, and the Arlington Housing Authority, who qualify for membership and retired employees who have fulfilled the requirements to be eligible to retire and have retired.

The Retirement Office is responsible for processing retirement and disability applications, a monthly retiree payroll, processing of refunds and transfers of annuity savings accounts, employee estimates of potential future benefits and the accounting for expenses, members' deductions and investment activities for the system as mandated by the Public Employees Retirement Administration Commission guidelines.

Non-Contributory Retirees are living retirees or survivors of retirees who had municipal employment that occurred prior to 1939 and are not members of the Arlington Contributory Retirement System. The Non-Contributory Retirees payroll and appropriation are under the jurisdiction of the Town of Arlington.

PROGRAM COSTS

Pensions	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	-	-	-	-
Non-Contributory	16,010	16,602	18,468	18,468
Contributory	11,887,479	12,543,872	13,246,911	14,041,927
Total	11,903,489	12,560,474	13,265,379	14,060,395

Performance / Workload Indicators

Pensions	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Contributory Enrollees				
Active Employees	814	808	838	835
Retired Employees	603	603	598	605
Non-Contributory Enrollees	1	1	1	1

Budget Statement

The FY2022 Town total pension appropriation increased by \$795,061 over FY2021. The Non-Contributory portion of the budget for FY2022 is at \$19,367 with one Non-Contributory Retiree, a former employee or surviving spouse who worked for the town before 1939 and who therefore never contributed to the Town retirement system but nevertheless receives retirement benefits.



Retirement Board

Ida Cody, Ex Officio
Kenneth Hughes, Chair
Robert Jefferson
Richard Keshian
Kenneth Steele

Retirement Administrator

Richard Greco

Assistant Retirement Administrator



Program Description

The insurance budget comprises the cost of providing the following coverage:

- **Health** insurance for town and school active and retired employees.
- **Life** insurance is required to be provided to all employees in the amount of \$10,000 which is split 50% town funded and 50% employee funded.
- **Medicare** costs are the federally required 1.45% of the salary of all employees hired after April 1986. Employees must also contribute 1.45% of their salary.
- **Indemnity** insurance includes property insurance and automobile insurance coverage. Property insurance is provided for all of the town and school buildings and those that are rented are covered for general liability. Automobile insurance is required for all the town and school vehicles.
- **Public Official Liability** insurance covers all public officials, who in the performance of their official duties, may be sued for those actions.
- **Unemployment** insurance is paid for the actual employees who have been laid off from their positions. Unlike private employers, the town does not pay a premium. The Town hires an outside firm to closely monitor our claims and to appeal any irregularities.
- **Workers' Compensation** covers the costs of employees injured as a result of their employment.
- **The Flexible Benefit Plan** is a Section 125 plan which is provided to the employees for dependent care and health care costs not provided through health insurance coverage. Employees contribute tax free to this plan through payroll deductions. This budget pays for the administration of that plan.

Budget Statement

The COVID-19 pandemic affected administration of the insurance budget dramatically. Since the March of 2020, the Town has handled over 350 unemployment claims, most of them fraudulent. The surge in claims is due to nation-wide security breaches and private and public employees alike continue to be inundated with claims. The pandemic caused a slight dip in health insurance enrollments but that number is expected to trend back upward in FY2022, once schools are back full in-person, including after school programs. Optional programs, 100% funded by employees and retirees, were affected by service disruptions and unanticipated premium credits.

FY2022 Objectives

- Work with Union and Retiree Leadership to make an informed decision on the question of whether or not the Town continues to get health insurance through the Group Insurance Commission.
- Review the structure of and continue to offer an opt-out program for employees and retirees, which is now utilized by 70 subscribers, thereby providing the Town significant savings.
- Combat fraudulent unemployment claims, keep employees informed and monitor claims closely.

PROGRAM COSTS

Insurance	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Group Life	76,211	85,192	90,542	95,069
Group Health	14,454,558	15,602,975	16,762,497	18,046,412
Unemployment Ins.	72,433	46,356	150,000	150,000
Medicare Payroll Tax	1,209,887	1,372,798	1,415,143	1,490,992
Property Insurance	283,544	299,505	297,443	358,000
Officials Liability	53,855	66,766	55,000	55,000
Workers' Compensation	536,418	500,679	540,000	540,000
Flexible Benefit Plan	38,643	39,029	38,880	38,880
Medicare Penalty	14,377	12,610	18,000	15,000
Opt Out Program	211,533	227,018	219,997	217,996
Total	16,951,458	18,252,930	19,587,502	21,007,349



Major Accomplishments for 2020

- Successfully met all Affordable Care Act Filing deadlines. This is a highly technical and complex process that done incorrectly exposes the town to significant fines.
- Successfully and safely administered health and dental open enrollments in a fully remote and digital setting. Implemented multiple unanticipated premium credits to approximately 1,000 employees and retirees, a detailed and time intensive process.
- Conducted open enrollments for life insurance plans and optional plans resulting in an extension of a rate freeze for another calendar year.
- Provided significant amounts of data to support the production of the town's Other Post- Employment Benefits (OPEB) report.



Program Description

The Health Insurance budget provides for the Town's portion of the cost for providing health insurance benefits to all town employees, retirees and surviving spouses. The Town is a member of the Commonwealth's Group Insurance Commission, and therefore Town employees are enrolled in the same health plans as all state employees. The Town pays differing contribution splits based upon plan selection, as demonstrated below.*

Indemnity Plans (75% employer /25% employee):

Unicare State Indemnity Plan Basic with CIC
Unicare State Indemnity Plan Basic without CIC

HMO Plans (85/15% employees and retirees w/o Medicare):

Fallon Community Health Plan Direct Care
Fallon Community Health Plan Select Care
Harvard Pilgrim Primary Choice Plan
Health New England
Neighborhood Health Plan
Tufts Health Plan Spirit

PPO/POS Plans (80/20% employees and retirees w/o Medicare)

Harvard Pilgrim Independence Plan
Tufts Health Plan Navigator
Unicare State Indemnity Plan/Community Choice
Unicare State Indemnity Plan/PLUS

Medicare Extension Plans:

Harvard Pilgrim Medicare Enhance (75/25%)
Health New England MedPlus (75/25%)
Tufts Health Plan Medicare Complement (75/25%)
Tufts Health Plan Medicare Preferred (85/15%)
Unicare State Indemnity Plan/Medicare Ext. with CIC (75/25%)
Unicare State Indemnity Plan/Medicare Ext. without CIC (75/25%)

Dental Plan:

Delta Dental - Two levels of plan offerings – these plans are paid 100% by the employee.

*Employees hired after December 1, 2011 are required to pay 25% toward the cost of their plan. Surviving spouses pay 50%.

Budget Statement

FY2022 will be the 10th full fiscal year that Arlington has received its health insurance through the Commonwealth's Group Insurance Commission (GIC). In June of 2022 the Town will be up for renewal with the GIC. This means that we will soon be requesting data from the GIC on the claims experience of the Town in order to solicit quotations from other health insurance carriers. We will be meeting with Union and Retiree Leadership in the summer of 2021 to weigh our options and make a determination on whether or not remaining in the GIC is the best decision for the Town.

FY2022 Objectives

- Strategize and implement new ways to provide excellent customer service to employees and retirees in Group Health Commission health plans through information and education.
- Continue to partner with Retiree and Union Leadership to keep abreast of changes make informed decisions about health care options.
- Further transition health insurance documentation to paperless and secure transactions.

Major Accomplishments for 2020

- Due to the COVID-19 pandemic we were in lockdown during the open enrollment period for FY2021. The GIC extended open enrollment by over a month, significantly compressing the time the Department had to administer changes. The Department transitioned to a new digital GIC platform, conducted open enrollment safely, and implemented employee and retiree deductions within a very tight schedule.
- Teamed with the School Human Resources staff on the administration of benefit plans and auditing practices ensuring fair and consistent treatment of employees.
- The reporting requirements under the Affordable Care Act continue. A failure to accurately produce employee statements and submit corresponding data would subject the town to large fines. Managing and the data is labor intensive and complex. For the 10th year the Department partnered with the School Human Resources team to successfully meet our Affordable Care Act reporting requirements.



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SECTION V

ENTERPRISE FUNDS

ENTERPRISE FUNDS



WATER/SEWER • RECREATION • ED BURNS ARENA •
COUNCIL ON AGING TRANSPORTATION •
YOUTH SERVICES



Program Description

The Water and Sewer Division maintains the Town's water distribution system and the sewer collection system. The work involves maintenance and repairs on roughly 130 miles of water mains and 117 miles of sewer mains. Deteriorating and broken pipes are fixed, sewer mains are flushed, hydrants are maintained and flushed, and just under 13,000 meters are billed quarterly.

Water treatment and supply, as well as sewer treatment, is provided by the MWRA. The Town's DPW Director maintains a voting position on the Advisory Board to the MWRA.

Budget Statement

The FY22 Budget assumes an estimated 12.75% water rate increase and a 11.95% sewer rate increase.

The request for the Water/Sewer budget is up by \$631,750. A large portion of this is driven by an increase in MWRA Assessment costs of \$343,254.

Beginning in FY21, the Select Board decided to phase out the shift of funds from the General Fund to the Enterprise Fund. This transfer had been done in years past to lower the Water/Sewer Rates and shift costs to the local real estate tax rate, which at the time was deductible on Federal Taxes and is not any longer. FY22 is the second year of three years in which the shift will be eliminated.

Performance / Workload Indicators

Water/Sewer Enterprise	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Water Meters Read	12,658	12,585	12,585	12,585
Repair Water Main Leak/Break	60	40	62	50
Repair Water Service Leak	48	34	45	50
Repair or Install Meter	2,828	1,423	711	750
Repair or Install Hydrant	32	10	15	40
Catch Basins Cleaned	20	32	3,566	3,500
Flush a Sewer Back-Up	47	39	72	50
Replace or Install Sewer Pipe	66	30	41	40
Flush a Sewer Main	156	148	160	150
Excavation Mark outs	515	547	627	600
Water Quality Test Sites	14	14	14	14
Water Mains - miles	131	131	131	131
Sewer Main - miles	117	117	117	117
Sewer Pump Stations	9	9	9	9
Fire Hydrants	1,414	1,414	1,414	1,414

Water/Sewer Enterprise Fund	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	2,319,543	2,408,112	2,534,167	2,485,141
Expenses	3,177,346	3,356,651	872,555	1,022,555
MWRA Assessment	13,973,933	14,342,325	14,883,919	15,227,173
Capital Expenses	1,867,094	2,239,399	2,027,695	2,005,594
Total	21,337,916	22,346,487	20,318,336	20,740,463

STAFFING

Water/Sewer Enterprise Fund	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Clerical	2	1	1	1
Professional/Technical	1.3	3	3	3
Public Works	12	12	12	12
Total	16.3	17	17	17

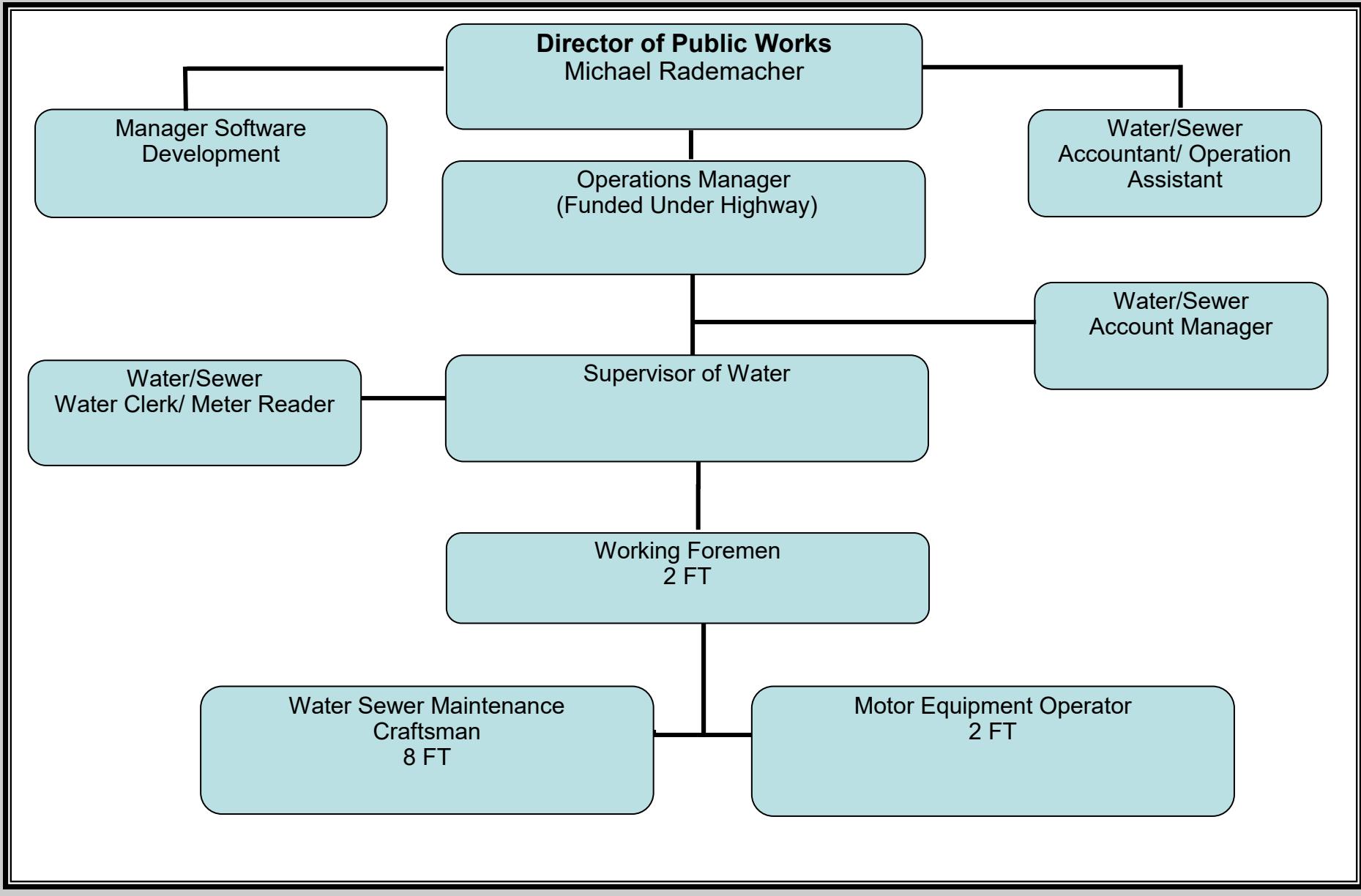


Major Accomplishments for 2020

- Replaced 711 water meters.
- Provided water use data to the Town Treasurer for billing while changing out meters and electronic reporting equipment.
- Repaired water main leaks at 62 locations.
- Repaired water service lines at 45 locations.
- Replaced 15 hydrants.
- Flushed over 230 locations to clear blockages from sewer mains and services.
- Sampled 14 locations weekly for water quality.
- Provided over 627 mark outs for underground excavation work.

FY2022 Objectives

- Continued replacement of all water meters older than 15 years (accounts for greater than 80% of meters in Town). Remaining accounts to be replaced are those with non-responsive property owners.
- Roll out Year Two of 3-year program for replacement of current outdated automatic meter reading system.





Program Description

Arlington Recreation, a self-sustaining department of the Town of Arlington, is proud to offer safe, quality and affordable recreational programs and facilities for citizens of all ages and abilities. The primary responsibilities of the department are to plan, coordinate, and supervise year-round recreation and leisure programs. The department rents several spaces in town including school gymnasiums, school classrooms, and a commercial storefront for programming. The department continually looks for additional spaces to offer programs, community events, and child care options for the residents of Arlington. The Recreation Department operates and manages the Reservoir Beach, Ed Burns Arena, North Union Spray Park, and Thorndike Off-leash Recreation Area. The Recreation Department oversees the permitting of all parks and playgrounds as well as manages all capital projects in town under the Park and Recreation Commission's jurisdiction. The department saw several position changes in 2020 including a new Director and Program Coordinator.

Budget Statement

Overall the FY2022 budget will be a reduced by ten percent due to current participation trends and necessary changes resulting from the COVID-19 pandemic.

PROGRAM COSTS

Recreation Enterprise Fund	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	745,151	746,721	870,342	741,086
Expenses	814,821	874,043	1,063,861	979,806
Total	1,559,972	1,620,764	1,934,203	1,720,892

STAFFING

Recreation Enterprise Fund	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	0.8	0.8	0.8	0.8
Clerical	1.3	1.3	1.3	1.3
Professional/Technical	5.4	5.4	5.2	3.8
Custodial/Bldg. Maint.	0.2	0.2	0.2	0.2
Total	7.7	7.7	7.51	6.1

Performance / Workload Indicators

Recreation	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Participants:				
Fall	1,300	1,042	1,204	856
Winter	2,525	2,387	1,745	500
Spring	2,223	1,306	0	1,293
Summer	3,197	2,807	2,214	332
Reservoir Tags:				
Adult Resident	132	142	142	*0
Child Resident	153	126	122	*0
Senior Citizen	56	42	42	*0
Resident Family	892	712	178	*0
Resident Family Plus 1	290	195	39	*0
TOTAL Tags:	1,523	1,217	485	*0
Reservoir Day Passes:	9,239	9,775	17,590	*0

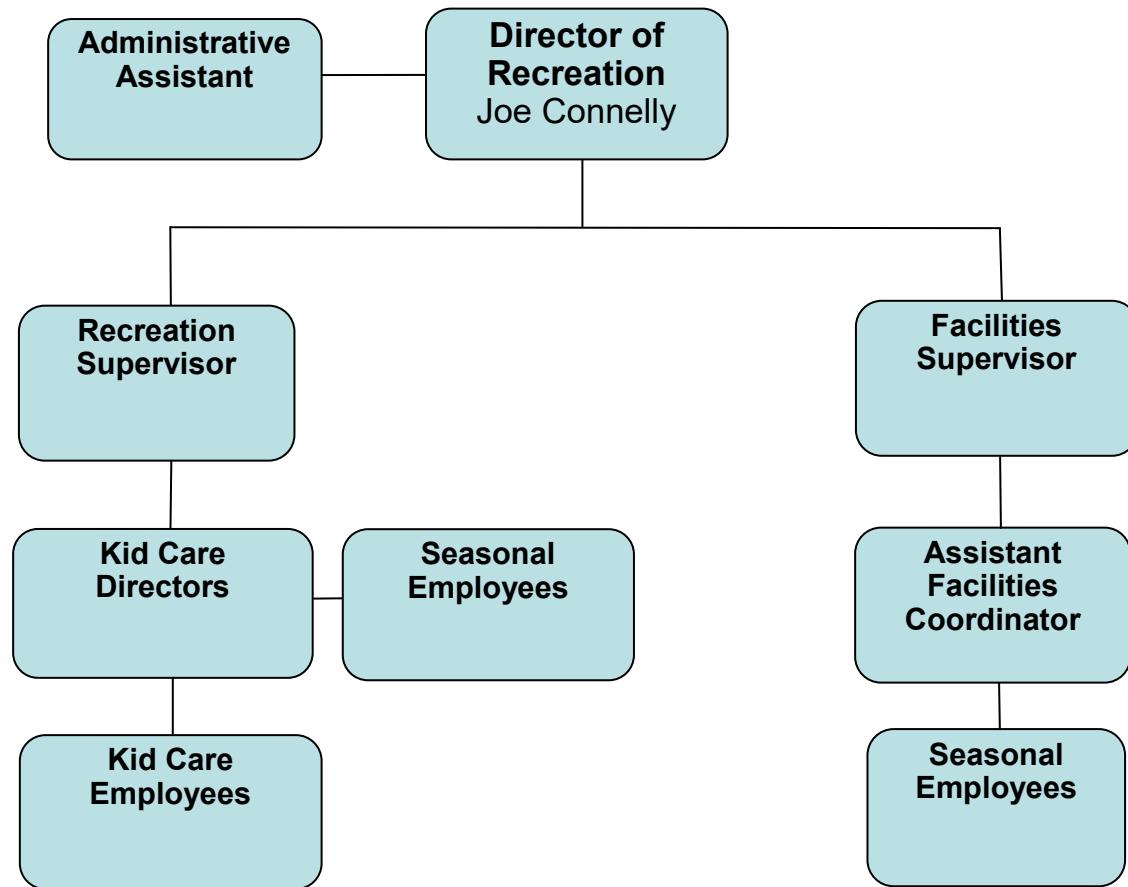
*Closed due to COVID-19

**Major Accomplishments for 2020**

- Completed the Reservoir Phase 1 project which included updates to the mechanical system, filtration system, chlorination system and pump house.
- Completed the North Union/Lussiano Playground project. Worked with a committed neighborhood group on an exciting new design for the playground which included additional play equipment, tree plantings and ADA upgrades.
- Completed Playground Study for the Town's playgrounds and begin making necessary repairs and improvements including repairs to the Robbins Farm playground, Bishop School playground, and Summer Street playground.
- Arlington Recreation was able to keep the town's recreational services going as much as was allowed per state guidelines during the COVID-19 pandemic. This included an abbreviated five week Club Rec program held at the Ed Burns Arena and multiple skill based summer and fall sports programs. All programs fully complied with state guidelines for sports and recreational play. Arlington Recreation also licensed the Kid Care Remote Learning Center with the Department of Early Education and Care and was able to offer daily care opportunities for residents and children of Town Employees.

FY2022 Objectives

- Complete the Reservoir Phase 2 project. The Reservoir Phase 1 project focused on the mechanical system in the pump house. Phase 2 work includes upgrades to the bath house, beach area, playground, parking lot, perimeter path, boat launch, ADA upgrades, and bank stabilization work.
- Complete Design Services and the procurement process for the Spy Pond Playground, Hurd Field, and Robbins Farm Slide projects.
- Implement the planning strategies from the 2020 capital project feasibility study.
- Work with the public schools to allocate field space fairly as the AHS Building Project will bring more users onto the Town's fields.
- Look at necessary program modifications in Kid Care, Reservoir Beach operations, summer programming, and mainstay seasonal programming.
- Administratively develop efficient processes for recreation program contractual services with vendors.
- Work with Natural Resources on developing a maintenance plan and capital plan for parks and playgrounds.





Program Description

The Ed Burns Arena is a self-sustaining division of the Town of Arlington Recreation Department. The Ed Burns Arena is an indoor ice facility located at 422 Summer Street in Arlington. The facility includes a regulation size rink of 85' x 197' with spectator seating for 1,000 people. Amenities at the rink during the months of November to April include snack bar & concession services, vending machines, skate rentals, skate sharpening, and team locker rooms. The Ed Burns Arena is open to the public for skating during the months of August through April. Along with seasonal skating opportunities for the public, many school-sponsored hockey programs and events as well as private hockey leagues use the rink.

The Department had several staffing changes with both full-time and part-time positions, including a new Facilities Manager. The Department is working on strategies to increase usage during the off-season when the ice is removed. Programs currently offered in the off-season include "Walk the Rink" and hourly indoor sport rentals.

Budget Statement

Overall the FY2022 budget will be a reduced by two and a half percent due to current participation trends and necessary changes resulting from the COVID-19 pandemic.

The Recreation Department will continue to evaluate the services at the rink and look to implement changes to help increase usage throughout the year.

FY2022 Objectives

- Improve marketing of ice rentals, focusing on open time slots earlier in the season and those not historically rented.
- Offer themed public skating, specialty hockey events, and skating camps to address the bookends of the season. Work to include charity events, broomball, and other non-traditional ice skating programs.
- Implement more off-ice programs and rentals during the off-season including indoor sport rentals, birthday parties, special events, and unique recreational programming.
- Implement required ADA-upgrades to the bleacher area which would include the addition of a wheelchair lift and dedicated seating area.

PROGRAM COSTS

Ed Burns Arena Enterprise Fund	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	212,243	212,915	277,859	268,845
Expenses	382,116	301,537	342,505	324,159
Total	594,359	514,451	620,364	593,004

STAFFING

Ed Burns Arena Enterprise Fund	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	0.2	0.2	0.2	0.2
Clerical	0.7	0.7	0.7	0.7
Professional/Technical	1.2	1.2	1.2	1.0
Custodial/Bldg. Maint.	0.8	0.8	0.8	0.8
Total	2.9	2.9	2.9	2.7

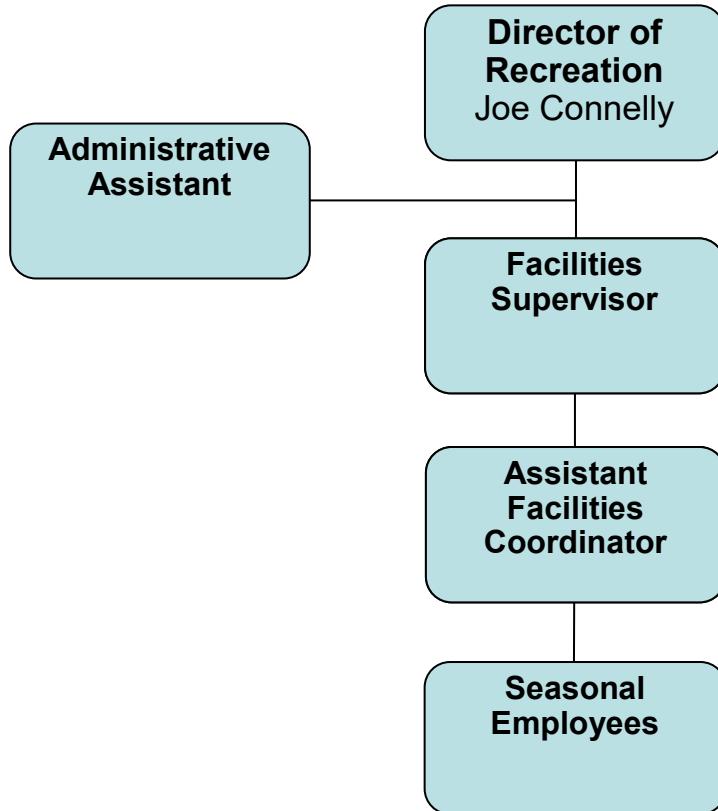
**Major Accomplishments for 2020**

- Completed required ADA-upgrades to the entrance, bathrooms, ticket booth, shower facilities, and concession areas.
- Contracted for energy efficiency projects in the compressor room and snow melt pit. This included adding heating coils to the snow melting pit that uses the heat generated from the mechanicals in the compressor room to melt the snow. This will save countless hours of using boiler heated hot water to melt the snow.

Performance / Workload Indicators

Ed Burns Arena	FY2018 Actual	FY2019 Actual	*FY2020 Actual	FY2021 Estimated
Ice Rental Hours	1,643	1,559	1,379	1,575
Adults	5,730	4,581	3,858	2,000
Children/ Seniors	6,623	6,732	6,434	3,200
Public Skating Passes:				
Adults	55	34	33	0
Children/ Seniors	86	61	50	0
Skate Rentals	4,106	3,405	3,202	1,600
Skate Sharpening	636	352	146	146
Skate Sharpening Passes	5	2	1	2
Stick and Puck	1,469	1,102	1,121	600

* Abbreviated season due to COVID-19





Program Description

The Council on Aging (COA) Transportation Program was established as a Town Enterprise Fund in 1988 to provide affordable transportation for Arlington seniors. Access to transportation has continued to be a leading factor in the quality of life for adults over age 60. Arlington has one of the highest percentages of older adults in the town population, compared to neighboring towns in the commonwealth. It is crucial to provide an array of accessible transportation options to allow older adults to maintain independent and active lives. Many older adults are not able to walk long distances or stand at bus stops, highlighting the critical need for accessible curb-to-curb transportation programs as run through the Council on Aging. The COVID-19 Pandemic has only further highlighted the need for safe and reliable transportation options for older adults in Arlington.

One of the program goals is to reduce barriers to medical treatment. The COA Transportation program provides thousands of rides a year to medical appointments both within Arlington and to surrounding communities through the greater Boston region. These rides are completed using two accessible wheelchair-lift passenger vans, volunteer drivers, partnerships with the local taxi company, and Uber.

The program also has a goal of combating social isolation. Our two accessible vans allow older residents to maintain independence and schedule rides to grocery shop, attend a class or a program, complete necessary errands or meet a friend for a social visit. The COA has been proud to continue transportation services for older residents in Arlington under new safety protocols, to allow older residents to get to the places they need amidst the pandemic.

Budget Statement

As an Enterprise Fund, the COA Transportation Program must generate sufficient revenues to meet its program expenses. Program expenses include administrative costs for supervision, driver pay, mandatory trainings, taxi program expenses, fuel, and vehicle repair.

Program revenues are generated through rider fees, Community Development Block Grant (CDBG) funding, a generous grant from the Symmes Medical Use Nonprofit Corporation, funding from the Elizabeth and George L. Sanborn Foundation for the Treatment and Cure of Cancer, Inc and other specific grants related to serving the transportation needs of seniors. The Council on Aging must continually seek revenue from riders and non-municipal resources in order to continue to offer a low cost transportation option for Arlington residents age 60 and over.

The COA Transportation Program utilizes a menu of transportation services, including volunteer drivers. All riders have an associate fee for service. The division continues to seek out additional funding to cover the cost of providing low cost transportation to seniors.

As approved by Town Meeting, due to the passage of the Proposition 2 1/2 override, beginning in FY2020 the Council on Aging Transportation budget was increased by \$50,000 to support mobility for all residents, including making Arlington an Age-Friendly Community.

PROGRAM COSTS

Council on Aging Transportation	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	61,147	76,261	115,653	108,000
Expenses	15,900	16,930	24,300	32,300
Total	77,047	93,191	139,953	140,300

STAFFING

Council on Aging Transportation	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	0	0	0	0
Clerical	0.60	0.80	0.80	0.80
Transportation Drivers	0	0	0	0
Total	0.60	0.80	0.80	0.80



FY2022 Objectives

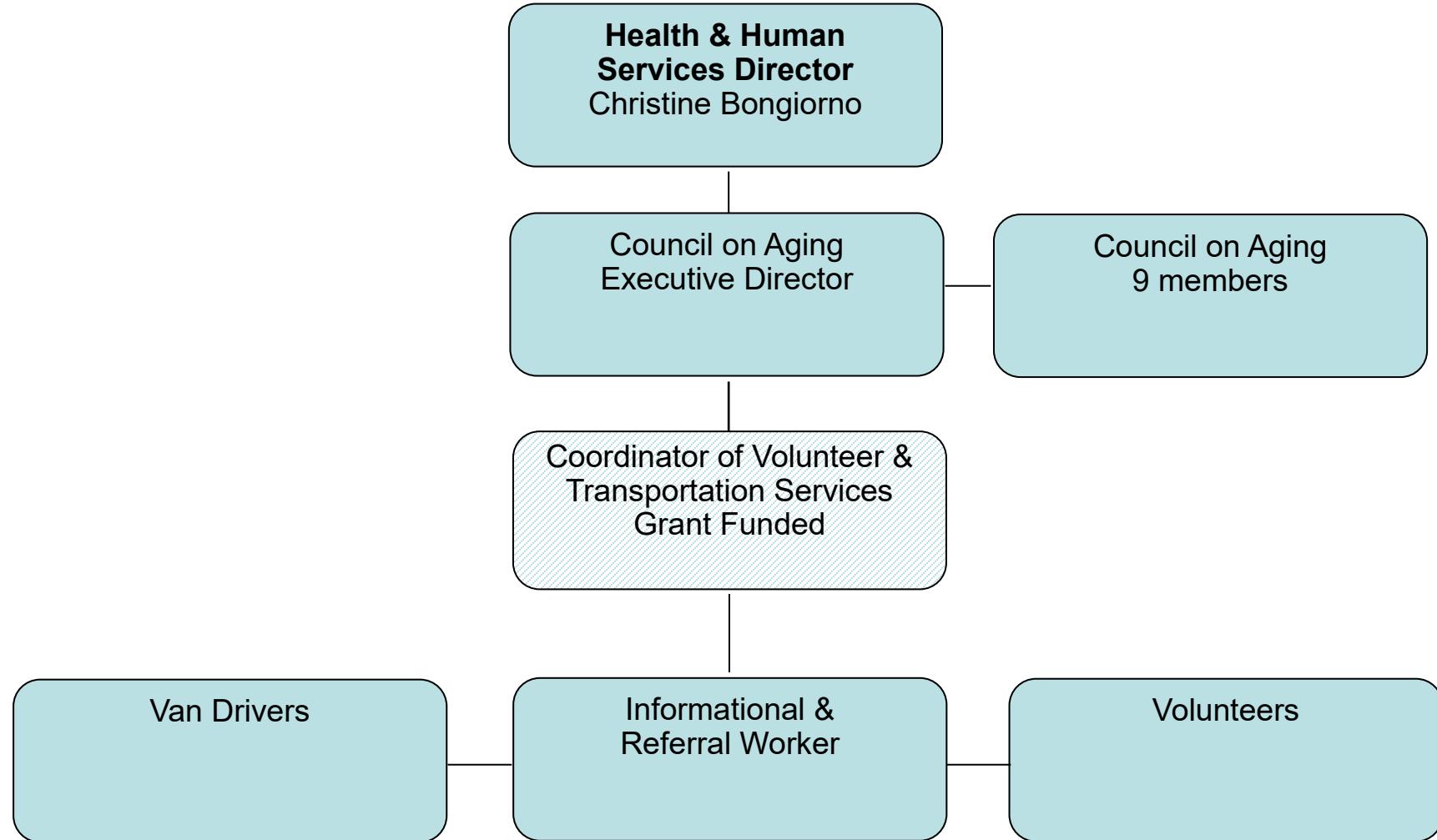
- Continue to form partnerships with transportation related organizations options through participation in MASS DOT regional meetings, partnerships with other area COAs, and participation in the Arlington Sustainable Transportation Advisory Committee.
- Once the pandemic is behind us, re-launch the volunteer driving program and recruit 10 new volunteers as drivers.
- Expand the volunteer program to include transportation to non-medical out of town rides to improve independence for older residents. Work with neighboring towns to possibly form a pool of volunteer drivers for non-medical rides.
- Continue to ask for feedback from our residents on the types of transportation needs they have that we do not cover. i.e. out of town rides for social visits, or non-medical needs.
- Continue to reevaluate the Senior Center transportation programs to increase the number of new riders through focus groups conducted by the Age-Friendly Initiative.
- Continue to seek additional funding sources through charitable foundations focusing on reducing isolation as a health determinate factor.
- Expand direct partnership with Mass DOT and the MBTA to offer more than one Charlie Card registration event a year, and fulfill transportation needs related to the RMV.
- Hold quarterly info sessions on the topic of ride sharing specifically or other “new” transportation initiatives that gain momentum between now and 2022.
- Run “practice” ride share rides one on one with older adults, so that they gain confidence in using their smart phones and ride share applications.

Major Accomplishments for 2020

- Offered free van rides during the time that the pandemic hit until August 31, 2020 in order to address the crucial transportation needs of older adults during a critical and scary time.
- Provided complimentary taxi transportation for crucial medical rides within the greater Boston region from April – August 2020. At a time that many transportation companies came to a halt due to COVID, our transportation was available. We worked with the local taxi company to keep them running and getting older adults of Arlington to their medical appointments that could not be missed.
- Hired a new Supervisor of Transportation in July 2020 to oversee, manage and expand the transportation program (funded through CDBG).
- Advocated for older adults as a member of the Arlington Sustainable Transportation Committee and contributed to “Transportation Factbook.”
- Continued to educate people on ride share applications by holding educational sessions to train people on downloading and using the Uber app.
- Sponsored an MBTA Senior Charlie Card Event for 60 seniors.
- Expanded van service to include rides to Market Basket in Burlington; a request that had been coming for many years from Arlington residents.
- Provided complimentary van rides to all flu clinics and voting related activities. Also provided complimentary van rides to residents visiting Arlington EATS.

Performance/Workload Indicators

Council on Aging Transportation Enterprise Fund	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Vans - One Way Rides	8,080	9,800	8,765	8,800
Medical Taxi Rides	1,834	11,101	12,300	13,000
Uber rides	-	158	312	350





Program Description

The Arlington Youth Counseling Center (AYCC) is a welcoming and affirming community mental health center serving Arlington youth (ages 3-21) and their families. AYCC is the leading provider of all outpatient and school-based child and adolescent mental health services in Arlington and is one of the only providers in the area that accepts youth with public health insurance. AYCC is committed to ensuring that all community youth and families have access to necessary mental health counseling and medication treatment, while recognizing and addressing inequities that create barriers to care. AYCC provides thousands of dollars of free and reduced-fee care to families who are uninsured, under-insured, or who otherwise cannot afford the cost of deductibles and copays. In addition to mental health services, AYCC also offers extensive community resource support and case management services to community members with unmet basic needs, as well as support groups for survivors of domestic violence.

Budget Statement

The proposed FY22 budget for the Arlington Youth Counseling Center's (AYCC) enterprise fund reflects an anticipated budget increase of \$33,038 over FY21. Personnel costs (Salaries and Wages) constitute the largest increase in expenses . The second notable expense increase is in the Fee for Service Clinician line item. It reflects both an hourly wage increase for clinicians, as well as continued expansion of clinical services. With the integration of telehealth into the practice, AYCC has increased capacity and flexibility to see clients at different times throughout the day. As a result, we expect to hire additional clinicians and conduct more counseling sessions than in FY21.

AYCC anticipates continued revenue growth through Medical Insurance Reimbursements and Youth Services Client Fees, as a result of increased agency productivity, anticipated annualized rate increases for payment of services, and telehealth incentive payments from MassHealth. For the past four years, AYCC has also received funding support from the State Department of Mental Health and while this funding is not guaranteed, it is reflected as a FY22 revenue source within the "Other State Revenue" line item.

Youth Counseling Center Enterprise Fund	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	2.68	2.97	4.02	4.02
Total	4.68	4.97	6.02	6.02

PROGRAM COSTS

Youth Counseling Center Enterprise Fund	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Request
Personnel Services	409,133	434,935	532,139	583,635
Expenses	256,618	303,554	295,700	320,500
Total	665,751	738,489	827,839	904,135

Performance / Workload Indicators

Youth Services	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Estimated
Total Counseling Sessions	6,070	5,671	6,622	7,400
Psychiatric Evaluations			31	15
Medication Management Sessions			456	450
Total AYCC Clients	340	350	349	355
New AYCC Clients			138	140
Group Sessions Conducted	30	53	35	25
First Step Group	52	50	36	38
Total Case Management Clients			40	60
New Case Management Clients			27	40

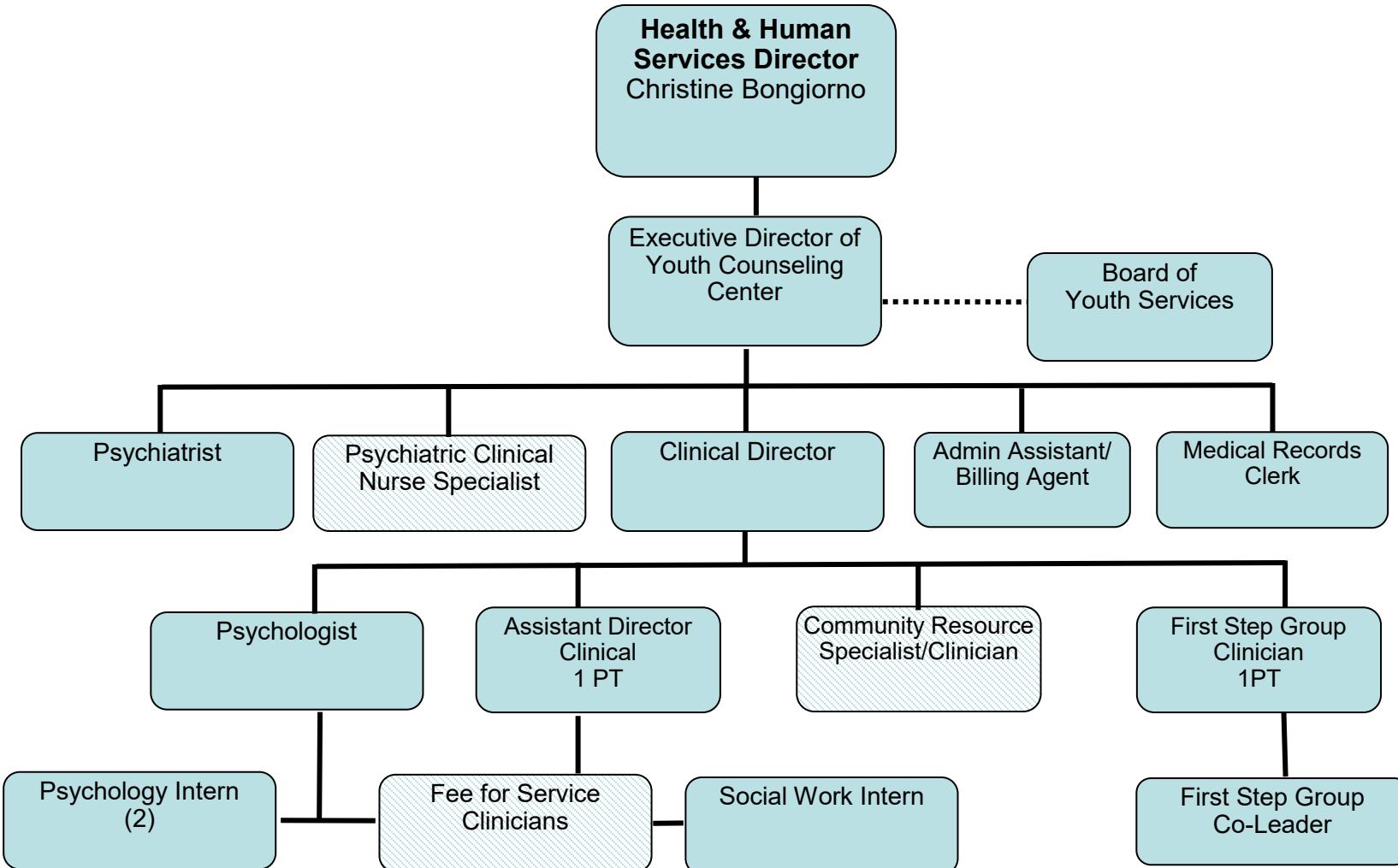


Major Accomplishments for 2020

- Conducted 7,109 counseling and medication treatment sessions with 349 clients, including 138 new AYCC clients.
- Provided 918 school-based counseling services to 83 students at Arlington Public Schools.
- Implemented telehealth at AYCC to ensure continued access to care for existing and prospective AYCC clients during the pandemic. From March through the end of June, AYCC conducted over 2,000 telehealth sessions with clients and their families.
- Conducted 25 group counseling sessions for students at the Gibbs School and Ottoson Middle Schools for students experiencing anxiety and depression
- Conducted a nine-week Parenting Support Group for parents and caregivers of elementary-aged children in Arlington.
- Provided weekly therapeutic and clinical support to students in the Workplace, an alternative program at Arlington High School.
- Collaborated with Arlington Public Schools to address the impact of racism on the mental health of students. Coordinated anti-racist and implicit bias trainings for school personnel and administrators.
- Facilitated weekly support groups for victims and survivors of domestic violence. (Support groups were suspended in March due to the pandemic.)
- Engaged 60 Arlington residents in case management services to identify and address unmet basic needs and facilitate access to local and statewide resources and assistance programs.
- Provided over \$30,000 in free and reduced fee mental health services to families in financial need.
- Partnered with the Board of Youth Services to host a community forum, "Understanding and Responding to Depression and Suicide Risk" with Larry Berkowitz, and a virtual forum "Holding Strong during Tough Times: Managing Anxiety and Promoting Resilience in the Family" with Dr. Nadja Reilly.
- Increased revenue through medical reimbursements and client copayments by 20% over FY19.
- Raised over \$47,000 at the 9th Annual Out on the Town Gala, honoring long-serving Board of Youth Services member, Carlene Newell.

FY2022 Objectives

- Continue to provide comprehensive, high quality mental health care to community youth and families through outpatient and school-based counseling, medication treatment, clinical consultation, and case management services.
- Reduce wait time for youth and families seeking services at AYCC by recruiting new clinicians and interns, expanding the physical space of the clinic and utilizing telehealth to accommodate more clients during peak times, and exploring the use of telehealth services on weekends.
- Collaborate with the Board of Youth Services, the Arlington Public Schools, and other community partners to offer community forums, presentations, and trainings that raise awareness and reduce stigma around mental health, and explore the impact of racism and systemic inequities on the mental health of oppressed and marginalized populations.
- Continue to advance racial equity within AYCC as an institution, and in our work with the community.
- Continue to support professional development opportunities among AYCC clinicians by hosting in-service trainings, and by providing funding support for clinicians to attend external trainings and conferences.
- Explore opportunities for AYCC to enroll with non-participating insurance plans, and advocate for legislative support for reimbursement of lower-licensed and unlicensed clinicians through private insurance plans.





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SECTION VI

CAPITAL IMPROVEMENT PROGRAM



Capital Improvement Program Description

The Town Manager is responsible for submitting a five-year capital planning program for all departments to the Select Board, Finance Committee, and Town Meeting each year. A Capital Planning Committee (CPC) was created in 1986 to advise and make recommendations to the Town Manager regarding the capital plan. The Committee comprises 9 members who meet between the months of September and December to review the requested capital items by all departments, boards, and committees and develop a recommended budget and plan to the Town Manager. The members include up to 5 members of the public, the Comptroller, the Treasurer/Collector, the Superintendent or her representative, and the Town Manager or his representative. The first year of the Capital Plan is submitted to the Town Meeting as the Capital Budget for appropriation. The Five Year Capital Plan is reviewed and revised each year to make changes in priorities and to add an additional year to the planning process.

The goal of the Capital Planning Program is to provide a means of planning for the maintenance and improvement of the capital assets and infrastructure of the Town. The maintenance of infrastructure and the capital assets are of vital importance to the delivery of the quality services. The following are the objectives:

- Review, plan, and coordinate capital improvements so as to promote a systematic, organized replacement and acquisition schedule.
- Ensure that, given limited resources, the capital needs of the community are met.
- Present a sound financial package so as to stabilize and level out the debt of the Town. It should assure timely planning for the most economical method of financing capital improvements.
- Ensure wider community participation in the planning of projects, reducing the pressure to fund some projects that do not present as great a need as others.
- Promote a more effective administration and coordination of capital projects to reduce scheduling problems and conflicting or overlapping projects not only among local departments, but also among other local and state agencies and private enterprises such as the gas and electric companies.

The Capital Planning Committee uses the following definitions when deciding whether a particular budget item shall be in the Capital Budget or the Operating Budget. Other communities may define these terms differently.

Capital Asset: An asset that (1) has an expected useful life of at least two years and (2) either has a unit cost of at least \$3,000 or is purchased in a program to gradually purchase a quantity of essentially identical units such that the total quantity price is over \$25,000.

Capital Improvement: An improvement to a capital asset that may reasonably be expected to either (1) adapt the capital asset to a different use or (2) appreciably lengthen the useful life of the capital asset beyond what may be expected with normal maintenance.

In reviewing the requests of the operating departments, the committee uses the following criteria for evaluation:

1. Imminent threat to the **health** and safety of citizens/property.
2. **Preservation** of operations/necessary expenditure. This does not include ordinary maintenance but rather maintaining a current service level through improvement of a capital asset. These may be major expenditures that will avoid costly replacement in the future.
3. Requirement of State or Federal **Law**/regulation.
4. Improvement of **infrastructure**.
5. Improvement of **productivity**.
6. **Alleviation** of an overtaxed/overburdened situation.



The Capital Planning Process:

The CPC receives capital budget requests from Department Heads and begins to meet and review requests in early October. The CPC members look at the Town's overall financial situation and, within this larger context, each department's request is compared to the request and the recommendation from the prior year and to the five-year capital plan for that department. The members also tend to ask if this request reflects an interdepartmental planning effort, if the department has considered other sources of funding, or if the department has undertaken any kind of cost/benefit analysis. CPC members like to see evidence of longer-term planning for departmental needs, as well as planning for maintenance expenses and of interdepartmental cooperation. Priorities that emerge suddenly in one year with no reference in prior year requests tend to be more heavily scrutinized.

Information Technology requests are expected to have passed through the master planning process, coordinated and updated through the Information Technology Advisory Committee (ITAC). The ITAC maintains a 5 year plan for IT expenses including phones, wireless, computer systems replacement, GIS, etc. Increasingly, the CPC looks for evidence of long-term interdepartmental planning around expenditures for buildings (with the Facilities Department), playgrounds, parks and fields (with the Recreation Department). Vehicles and copiers are common requests and the CPC appreciates the coordinated purchasing programs for these items.

The capital budget is prepared from a Town-wide perspective. There is no assumption of a budget quota for individual departments. CPC members look at the history of spending patterns for each department. Departments that have requested and received more money than actually required or do not spend their appropriations in a timely manner tend to be more heavily scrutinized.

The CPC members each specialize in two or three departments and meet with those department heads during the Fall. The intent of these meetings is to enable the CPC to gain a fuller understanding of the current and long-term needs of the department and the process used to determine these needs. The results of these meetings are reported back to the whole CPC and are often discussed by the group.

The CPC converts the data requests to a spreadsheet and reviews the requests in relation to their priorities, their urgency, their cost, etc. By longstanding Town policy, the sum of money available to fund the Town's Capital program is approximately five percent (5%) of the total revenue. This sum includes the debt service from prior years. Historically the CPC has received requests far exceeding this sum. Thus very difficult decisions must be made as to what projects receive funding in any given year. After considerable review, the CPC recommends a capital budget for the Town, based on advice from the Finance Committee and others about what the Town can afford. The recommendations are submitted to the Town Manager.

The Capital Budget for FY2022 and the Capital Plan for FY2022 — 2026 are presented on the following pages. The terms "Bonds," "Cash," and "Other" are used to describe the sources of funding for the capital budget and plan. "Cash" refers to those expenditures that are paid for in their entirety in the next fiscal year directly from the general fund. "Bonds" refers to those expenditures that are acquired through borrowing, the payments for which may or may not affect the next fiscal year, but in any event are paid for over an extended period of time, usually five to twenty years. Those extended payments include both principal and interest, usually referred to as "debt service." Typically, capital expenditures less than \$100,000 are paid for in cash, not bonded. "Other" refers to those expenditures that are financed from sources that do not arise directly from the Town's tax levy; these sources may be state or federal grants, user fees, private donations, trust funds, and other non-tax sources. The last column, "CPA," refers to those projects that are recommended for Community Preservation Act funding.



Capital Budget FY2022 and Capital Plan FY2022-FY2026

The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and Proposition 2 ½ debt exclusion projects. For FY2022 funding for the capital budget is as follows:

Bonding: \$790,000
Cash: \$3,959,297
Other: \$3,724,000

Our existing non-exempt debt is \$7,063,283 which is consistent with prior debt service projections for FY2022. The total capital budget for FY2022, including debt, is estimated at \$18 million. With ongoing commitments to spending on the High School and DPW projects, the remainder of the Capital Plan continues to fund ongoing, recurring capital needs such as road, sidewalks, water and sewer improvements, vehicles, and information technology equipment, without taking on new major investments in FY2022.

At a Special Town Meeting in 2020, Town Meeting approved an additional \$8.9M for the DPW building. This addition added \$1.5M in debt service in FY22, limiting what other projects the Capital Planning Committee could consider. While the Committee originally removed several items from the Capital plan to stay within the 5% limit, the cost to borrow for this project came in at the historically low rate of 1.77%, allowing the Committee to add back in roadwork and school HVAC projects.

The Capital Planning Committee continued to consider the impact of the Community Preservation Act (CPA) funding on projects that have historically been funded through the capital budget, but could be eligible for CPA funding this fiscal year and beyond. The Committee has included \$4.4 million of recreation and open space projects in the five year capital plan that has been recommended for CPA funding. The Community Preservation Act Committee has completed its review of final applications submitted for the FY2022 funding cycle and will make recommendations for CPA funding at Town Meeting.

Statutory Debt Capacity: State law imposes a debt limit on each community, on certain debt, equal to 5% of the Equalized Valuation (EQV) of the Town. Based on the current Department of Revenue (DOR) reported EQV of \$12.8 billion, the debt limit is \$639.7 million. Arlington's estimated applicable FY 2022 outstanding debt of \$190 million, including two phases of borrowing for the Arlington High School project, represents 29.7% of the statutory limit. Projecting to the completion of borrowing for the AHS project through the end of the project, minus the expected state contribution, total applicable debt rises considerably, but remains well under the statutory limit.

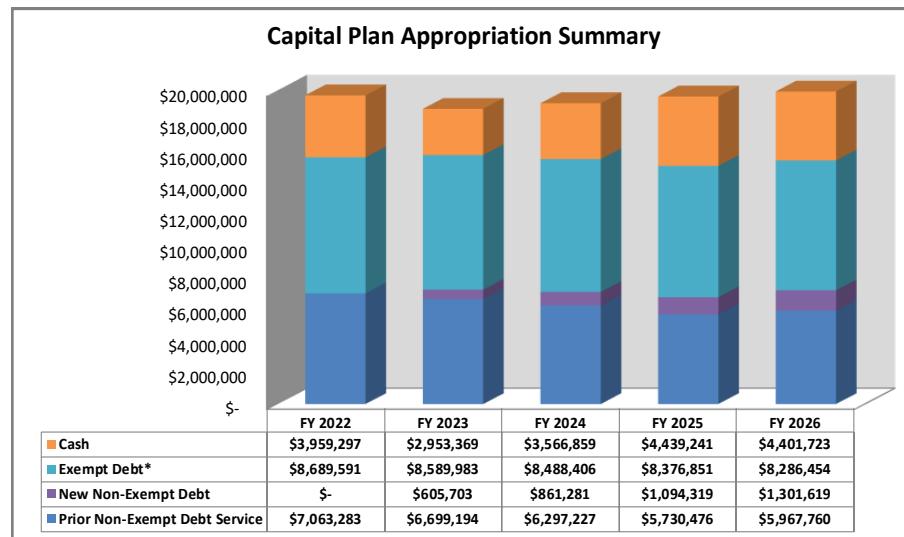


FY2021 Proposed Capital Financing Plan

Non-Exempt Debt: Debt service that is funded by the General Fund and within the limitations of Proposition 2 1/2 .

Exempt Debt: Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 1/2 .

Enterprise Fund Debt: Debt service that is funded from Water & Sewer rates.



*Exclusive of Symmes debt service FY2022-2026

FY 2022	
Acquisition Expense by Funding Source	
Cash	\$ 3,959,297
Bond	\$ 790,000
Other	\$ 3,724,000
Total Acquisition Expense	\$ 8,473,297
FY 2022 Debt Service Appropriation by Use of Funds	
Water/Sewer Debt Service (voted separately in Water/Sewer Fund budget)	
Prior	\$ 1,331,549
New	\$ 280,000
Total Water/Sewer Debt Service	\$ 1,611,549
Rink Enterprise Fund Debt Service (voted separately in Rink Fund budget)	
Prior	\$ 54,156.26
New	\$ -
Total Rink Fund Debt Service	\$ 54,156.26
Rink Fund Debt Payment	\$ 54,156.00
General Fund Debt Service	
Non-Exempt, Prior	\$ 7,063,283.00
Non-Exempt, New	\$ -
Rink Debt subsidized by General Fund	\$ -
Non-Exempt Debt Service Subtotal	\$ 7,063,283.00
Exempt Debt Service	\$ 8,689,591.00
Total General Fund Debt Service Appropriation	\$ 15,752,874.00
Total Prior Non-Exempt Debt Service (includes Rink)	\$ 7,117,439.26
Total New Non-Exempt Debt Service	\$ -
Transfers and other sources: Non-Exempt Debt	
Ambulance Fund	\$ 97,095.00
Antenna Fund	\$ 206,268.00
Urban Renewal Fund	\$ 45,744.00
Capital Carryforwards	\$ 539,066.00
Transfers and other sources Subtotal	\$ 888,173.00
Net General Fund Non-Exempt Debt Service Expense	\$ 6,175,110
Transfers and other sources: Exempt Debt Service	
Net General Fund Exempt Debt Service Expense	\$ 8,689,591
Net General Fund Debt Service Expense Total	\$ 14,864,701
(Total GF Exempt & Non-Exempt Debt Service, less Transfers & other sources)	
Cash Capital	\$ 3,959,297.00
Transfers and other sources	
Sale of Assets	\$ 750,000.00
Net General Fund Cash Capital Expense	\$ 3,209,297.00



Capital Budget Fiscal Year 2022

	BOND	CASH	OTHER	Grand Total
COMMUNITY SAFETY - FIRE SERVICES		\$150,000		\$150,000
Carpeting - Flooring at Park Circle Station		\$10,000		\$10,000
Firefighter Protective Gear		\$25,000		\$25,000
Thermal Imaging Cameras Replacement		\$50,000		\$50,000
G3 Automated External Defib - Replacement		\$7,000		\$7,000
Records and Reporting System		\$28,000		\$28,000
Highland - Exterior Marble Replacement		\$30,000		\$30,000
COMMUNITY SAFETY - POLICE SERVICES		\$203,000		\$203,000
Automatic External Defibrillators		\$18,000		\$18,000
Vehicle Replacement Program		\$140,000		\$140,000
Animal Control Vehicle Replacement		\$45,000		\$45,000
FACILITIES	\$100,000	\$150,000		\$250,000
Town Hall - Renovations		\$75,000		\$75,000
Parmenter School Utilities		\$75,000		\$75,000
Parmenter School Exterior Repairs	\$100,000			\$100,000
HEALTH & HUMAN SERVICES		\$65,000		\$65,000
HHS Office Update-Phase 2		\$65,000		\$65,000
INFORMATION TECHNOLOGY	\$742,860			\$742,860
School - Admin Computers and Peripherals		\$40,000		\$40,000
School - Network Infrastructure		\$20,000		\$20,000
School - Replacement academic PC's district wide		\$400,000		\$400,000
School - Software Licensing		\$40,000		\$40,000
Town Microcomputer Program		\$60,000		\$60,000
Town Software Upgrades & Standardization		\$50,000		\$50,000
Application & Permits, Modernization Initiative		\$132,860		\$132,860



Capital Budget Fiscal Year 2022 (cont.)

	BOND	CASH	OTHER	Grand Total
INSPECTIONS		\$26,000		\$26,000
Plumbing Car		\$26,000		\$26,000
LIBRARY		\$54,109		\$54,109
MLN Equipment Schedule		\$54,109		\$54,109
PLANNING		\$150,000		\$150,000
Townwide ADA accessibility upgrades		\$100,000		\$100,000
BLUEBikes expansion/ maintenance		\$50,000		\$50,000
PUBLIC WORKS CEMETERY DIVISION			\$10,000	\$10,000
Headstone Cleaning & Repair			\$10,000	\$10,000
PUBLIC WORKS HIGHWAY DIVISION	\$140,000	\$1,602,044	\$875,000	\$2,617,044
1 Ton Dump Truck w-Plow-Sander		\$72,000		\$72,000
Chapter 90 Roadway			\$750,000	\$750,000
Install Sidewalk Ramps - CDBG			\$125,000	\$125,000
Roadway Reconstruction		\$350,000		\$350,000
Roadway Reconstruction Override 2011		\$499,544		\$499,544
Sander Body		\$17,500		\$17,500
Sidewalk Ramp Installation		\$65,000		\$65,000
Sidewalks and Curbstones		\$300,000		\$300,000
Traffic Signal Maint & Upgrades		\$60,000		\$60,000
Line Striping Machine		\$13,000		\$13,000
33,000 GVW Dump Truck w-Plow (Highway 1)	\$140,000			\$140,000
Variable Message Board		\$20,000		\$20,000
Accessibility Improvements (Override 2019)		\$205,000		\$205,000



Capital Budget Fiscal Year 2022 (cont.)

	BOND	CASH	OTHER	Grand Total
PUBLIC WORKS NATURAL RESOURCES DIVISION		\$214,000		\$214,000
1 Ton Pickup Truck w-Dump Body		\$64,000		\$64,000
Ride-On Mower		\$38,000		\$38,000
Mower 130" w Wing Deck		\$68,000		\$68,000
1 Ton 4x2 Pickup		\$44,000		\$44,000
PUBLIC WORKS WATER/SEWER DIVISION		\$2,839,000		\$2,839,000
Drainage Rehab - Regulatory Compliance (Ch-308)		\$300,000		\$300,000
Hydrant and Valve replacement program		\$100,000		\$100,000
Sewer System Rehabilitation		\$900,000		\$900,000
Water System Rehabilitation		\$1,400,000		\$1,400,000
33,000 GVW Dump Truck w-plow (Water 1)		\$129,000		\$129,000
Enclosed Trailer		\$10,000		\$10,000
PURCHASING	\$44,284			\$44,284
Photocopier Replacement Program	\$44,284			\$44,284
RECREATION	\$85,000			\$85,000
ADA Study Implementation Program	\$50,000			\$50,000
Feasibility Study	\$10,000			\$10,000
Playground Audit and Safety Improvements	\$25,000			\$25,000
REDEVELOPMENT BOARD	\$300,000			\$300,000
Whittemore Park upgrades	\$300,000			\$300,000



Capital Budget Fiscal Year 2022 (cont.)

	BOND	CASH	OTHER	Grand Total
SCHOOLS	\$250,000	\$473,000		\$723,000
Bus #101 - 53 Passenger		\$95,000		\$95,000
Bus #108 - 53 passenger bus	\$100,000			\$100,000
Photocopier Lease Program		\$120,000		\$120,000
Security Updates		\$100,000		\$100,000
Custodial Equipment		\$13,000		\$13,000
Energy Efficiency Projects		\$30,000		\$30,000
Facilities Vehicle Replacement		\$85,000		\$85,000
Bishop Envelope Repairs		\$30,000		\$30,000
Engineering Study	\$150,000			\$150,000
Grand Total	\$790,000	\$3,959,297	\$3,724,000	\$8,473,297



CAPITAL PLAN FY2022-2026

	2022	2023	2024	2025	2026	Grand Total
CLERK'S OFFICE		\$34,680	\$0	\$0	\$0	\$34,680
DEPARTMENTAL PROJECT		\$34,680	\$0	\$0	\$0	\$34,680
Election Poll Pads		\$34,680	\$0	\$0	\$0	\$34,680
COMMUNITY SAFETY - FIRE SERVICES	\$150,000	\$833,000	\$605,000	\$129,000	\$140,000	\$1,857,000
EQUIPMENT REPLACEMENT	\$82,000	\$75,000	\$30,000	\$30,000	\$30,000	\$247,000
Firefighter Protective Gear	\$25,000	\$25,000	\$30,000	\$30,000	\$30,000	\$140,000
G3 Automated External Defib - Replacement	\$7,000					\$7,000
Jaws of Life - Extrication Equipment		\$50,000				\$50,000
Thermal Imaging Cameras Replacement	\$50,000					\$50,000
INFORMATION TECHNOLOGY	\$28,000	\$0	\$0	\$0	\$0	\$28,000
Records and Reporting System	\$28,000	\$0	\$0	\$0	\$0	\$28,000
INFRASTRUCTURE IMPROVEMENT			\$190,000		\$59,000	\$249,000
Central station exterior waterproofing			\$100,000			\$100,000
Highland - Replacement of (2) Boilers					\$35,000	\$35,000
Highland - Replacement of Hot Water Tank					\$24,000	\$24,000
Park Circle - (4) Air Handlers Replacement			\$51,000			\$51,000
Park Circle - Air Handler (Apparatus bay)			\$17,000			\$17,000
Park Circle - Water Heater			\$22,000			\$22,000
PUBLIC BUILDING MAINTENANCE	\$40,000	\$13,000				\$53,000
Carpeting - Flooring at Park Circle Station	\$10,000					\$10,000
Highland - Exterior Marble Replacement	\$30,000					\$30,000
Park Circle - Apparatus Bay Heating Unit		\$13,000				\$13,000
VEHICLE REPLACEMENT		\$745,000	\$385,000	\$99,000	\$51,000	\$1,280,000
Engine Pumper to Replace #1025.		\$625,000				\$625,000
Replace vehicle #1015 and #1016		\$120,000				\$120,000
Rescue Ambulance replacing #1026			\$345,000			\$345,000
Vehicle Replacement - #1017 2012 Ford Escape			\$40,000			\$40,000
Vehicle Replacement - #1018 2012 F250 M2				\$50,000		\$50,000
Vehicle Replacement - #1022 2014 Ford Interceptor				\$49,000		\$49,000
Vehicle Replacement - #1023 2014 Ford Explorer					\$51,000	\$51,000



CAPITAL PLAN FY2022-2026 (cont.)

	2022	2023	2024	2025	2026	Grand Total
COMMUNITY SAFETY - POLICE SERVICES	\$203,000	\$175,000	\$162,000	\$183,000	\$169,200	\$892,200
EQUIPMENT REPLACEMENT	\$18,000	\$22,000	\$22,000	\$25,000	\$19,200	\$106,200
Automatic External Defibrillators	\$18,000					\$18,000
Bullet Proof Vest Program		\$22,000	\$22,000	\$25,000	\$19,200	\$88,200
VEHICLE REPLACEMENT	\$185,000	\$153,000	\$140,000	\$158,000	\$150,000	\$786,000
Animal Control Vehicle Replacement	\$45,000					\$45,000
Parking Control Vehicle(s)		\$13,000		\$13,000		\$26,000
Vehicle Replacement Program	\$140,000	\$140,000	\$140,000	\$145,000	\$150,000	\$715,000
COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND		\$15,000		\$15,000		\$30,000
VEHICLE REPLACEMENT		\$15,000		\$15,000		\$30,000
Van Replacement Program		\$15,000		\$15,000		\$30,000
FACILITIES	\$250,000	\$30,000	\$75,000	\$30,000	\$75,000	\$460,000
PUBLIC BUILDING MAINTENANCE	\$250,000	\$30,000	\$75,000	\$30,000	\$75,000	\$460,000
Parmenter School Exterior Repairs	\$100,000					\$100,000
Parmenter School Utilities		\$75,000				\$75,000
Town Hall - Renovations	\$75,000	\$30,000	\$75,000	\$30,000	\$75,000	\$285,000
HEALTH & HUMAN SERVICES		\$65,000				\$65,000
PUBLIC BUILDING MAINTENANCE		\$65,000				\$65,000
HHS Office Update-Phase 2		\$65,000				\$65,000
INFORMATION TECHNOLOGY	\$742,860	\$610,000	\$620,000	\$610,000	\$610,000	\$3,192,860
EQUIPMENT REPLACEMENT			\$10,000			\$10,000
Conference Room Presentation Technology Program			\$10,000			\$10,000
INFORMATION TECHNOLOGY	\$610,000	\$610,000	\$610,000	\$610,000	\$610,000	\$3,050,000
School - Admin Computers and Peripherals	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
School - Network Infrastructure	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
School - Replacement Academic PC's District Wide	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
School - Software Licensing	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
Town Microcomputer Program	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Town Software Upgrades & Standardization	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
INFRASTRUCTURE IMPROVEMENT	\$132,860	\$0	\$0	\$0	\$0	\$132,860
Application & Permits, Modernization Initiative	\$132,860	\$0	\$0	\$0	\$0	\$132,860



CAPITAL PLAN FY2022-2026 (cont.)

	2022	2023	2024	2025	2026	Grand Total
INSPECTIONS	\$26,000					\$26,000
VEHICLE REPLACEMENT	\$26,000					\$26,000
Plumbing Car	\$26,000					\$26,000
LIBRARY	\$54,109	\$60,498	\$67,298	\$953,524	\$61,338	\$1,196,767
DEPARTMENTAL PROJECT			\$0	\$900,000	\$0	\$900,000
Fox Library Building Project				\$900,000		\$900,000
Robbins Library Renovations			\$0		\$0	\$0
EQUIPMENT REPLACEMENT	\$54,109	\$60,498	\$67,298	\$53,524	\$61,338	\$296,767
MLN Equipment Schedule	\$54,109	\$60,498	\$67,298	\$53,524	\$61,338	\$296,767
PLANNING	\$150,000	\$30,000	\$175,000	\$30,000	\$150,000	\$535,000
DEPARTMENTAL PROJECT	\$100,000	\$30,000	\$125,000	\$30,000	\$100,000	\$385,000
Bike Rack Installation			\$25,000			\$25,000
Townwide ADA accessibility upgrades	\$100,000	\$30,000	\$100,000	\$30,000	\$100,000	\$360,000
INFRASTRUCTURE IMPROVEMENT	\$50,000		\$50,000	\$0	\$50,000	\$150,000
BLUEBikes expansion/ maintenance	\$50,000		\$50,000	\$0	\$50,000	\$150,000
PUBLIC WORKS CEMETERY DIVISION	\$10,000	\$145,000	\$85,000	\$10,000	\$10,000	\$260,000
DEPARTMENTAL PROJECT	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Headstone Cleaning & Repair	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
EQUIPMENT REPLACEMENT		\$135,000	\$75,000			\$210,000
Backhoe		\$135,000				\$135,000
Mini-Excavator			\$75,000			\$75,000
PUBLIC WORKS ENGINEERING DIVISION			\$25,000		\$25,000	\$50,000
DEPARTMENTAL PROJECT			\$25,000		\$25,000	\$50,000
Roadway Consulting Services			\$25,000		\$25,000	\$50,000



CAPITAL PLAN FY2022-2026 (cont.)

	2022	2023	2024	2025	2026	Grand Total
PUBLIC WORKS HIGHWAY DIVISION	\$2,617,044	\$2,636,658	\$2,721,211	\$3,236,217	\$3,249,685	\$14,460,815
EQUIPMENT REPLACEMENT	\$50,500	\$29,500	\$18,000	\$90,500	\$18,000	\$206,500
Asphalt Pavement Hot Box				\$60,000		\$60,000
Line Striping Machine	\$13,000					\$13,000
Sander Body	\$17,500	\$17,500	\$18,000	\$18,000	\$18,000	\$89,000
Snow Plow Replacement		\$12,000		\$12,500		\$24,500
Variable Message Board	\$20,000					\$20,000
INFRASTRUCTURE IMPROVEMENT	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Traffic Signal Maint & Upgrades	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
ROADS AND PATHS INFRASTRUCTURE	\$2,294,544	\$2,312,158	\$2,330,211	\$2,848,717	\$2,867,685	\$12,653,315
Accessibility Improvements (Override 2019)	\$205,000	\$210,125	\$215,378	\$220,763	\$226,282	\$1,077,548
Chapter 90 Roadway	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,750,000
Install Sidewalk Ramps - CDBG	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
Roadway Reconstruction	\$350,000	\$350,000	\$350,000	\$550,000	\$550,000	\$2,150,000
Roadway Reconstruction Override 2011	\$499,544	\$512,033	\$524,833	\$537,954	\$551,403	\$2,625,767
Sidewalk Ramp Installation	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$325,000
Sidewalks and Curbstones	\$300,000	\$300,000	\$300,000	\$600,000	\$600,000	\$2,100,000
VEHICLE REPLACEMENT	\$212,000	\$235,000	\$313,000	\$237,000	\$304,000	\$1,301,000
1 Ton Dump Truck w-Plow-Sander	\$72,000				\$75,000	\$147,000
10 Wheel Dump Truck.			\$133,000			\$133,000
3/4 Ton Pickup					\$44,000	\$44,000
33,000 GVW Dump Truck w-Plow (Highway 1)	\$140,000					\$140,000
44,000 GVW, 4WD Truck w-Dump Body				\$185,000		\$185,000
44,000 GVW, 4WD Truck w-Sander			\$180,000		\$185,000	\$365,000
Street Sweeper	\$235,000					\$235,000
Utility Truck (Highway 1)				\$52,000		\$52,000
PUBLIC WORKS MER	\$125,000					\$125,000
EQUIPMENT REPLACEMENT	\$125,000					\$125,000
Fork Lift		\$125,000				\$125,000



CAPITAL PLAN FY2022-2026 (cont.)

	2022	2023	2024	2025	2026	Grand Total
PUBLIC WORKS NATURAL RESOURCES DIVISION	\$214,000	\$7,500	\$141,000	\$195,000	\$112,000	\$669,500
EQUIPMENT REPLACEMENT	\$106,000	\$7,500	\$75,000	\$125,000	\$42,000	\$355,500
Mower 130" w Wing Deck	\$68,000					\$68,000
Mower Trailer		\$7,500				\$7,500
Ride-On Mower	\$38,000				\$42,000	\$80,000
Skid Steer			\$75,000			\$75,000
Stump Grinder				\$60,000		\$60,000
Tree Chipper				\$65,000		\$65,000
VEHICLE REPLACEMENT	\$108,000		\$66,000	\$70,000	\$70,000	\$314,000
1 Ton 4x2 Pickup	\$44,000					\$44,000
1 Ton Pickup Truck w-Dump Body	\$64,000		\$66,000		\$70,000	\$200,000
Utility Vehicles (2)				\$70,000		\$70,000
PUBLIC WORKS WATER/SEWER DIVISION	\$2,839,000	\$2,860,000	\$3,000,000	\$2,950,000	\$3,006,000	\$14,655,000
DEPARTMENTAL PROJECT	\$10,000					\$10,000
Enclosed Trailer	\$10,000					\$10,000
EQUIPMENT REPLACEMENT		\$110,000	\$100,000			\$210,000
Compressor Truck		\$100,000				\$100,000
Mini-Excavator Trailer		\$10,000				\$10,000
Pump Station Generator			\$100,000			\$100,000
INFRASTRUCTURE IMPROVEMENT	\$2,700,000	\$2,750,000	\$2,900,000	\$2,950,000	\$2,950,000	\$14,250,000
Drainage Rehab - Regulatory Compliance (Ch-308)	\$300,000	\$350,000	\$400,000	\$450,000	\$450,000	\$1,950,000
Hydrant and Valve replacement program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Sewer System Rehabilitation	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$4,500,000
Water System Rehabilitation	\$1,400,000	\$1,400,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,300,000
VEHICLE REPLACEMENT	\$129,000				\$56,000	\$185,000
33,000 GVW Dump Truck w-plow (Water 1)	\$129,000					\$129,000
Utility Truck					\$56,000	\$56,000
PURCHASING	\$44,284	\$63,033	\$60,350	\$54,500	\$51,500	\$273,667
EQUIPMENT REPLACEMENT	\$44,284	\$63,033	\$60,350	\$54,500	\$51,500	\$273,667
Photocopier Replacement Program	\$44,284	\$63,033	\$60,350	\$54,500	\$51,500	\$273,667



CAPITAL PLAN FY2022-2026 (cont.)

	2022	2023	2024	2025	2026	Grand Total
RECREATION	\$85,000	\$85,000	\$160,000	\$895,000	\$1,085,000	\$2,310,000
PARKS PLAYGROUNDS & FIELDS	\$85,000	\$85,000	\$160,000	\$895,000	\$1,085,000	\$2,310,000
ADA Study Implementation Program	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Feasibility Study	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Parallel Park					\$500,000	\$500,000
Parmenter Playground and Site Improvements					\$500,000	\$500,000
Playground Audit and Safety Improvements	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Robbins Farm Playground					\$500,000	\$500,000
Scannell Baseball/Softball Field					\$310,000	\$310,000
Skateboard Park at McClellan			\$75,000			\$75,000
REDEVELOPMENT BOARD	\$300,000		\$150,000			\$450,000
INFRASTRUCTURE IMPROVEMENT	\$300,000					\$300,000
Whittemore Park upgrades	\$300,000					\$300,000
PUBLIC BUILDING MAINTENANCE	\$0		\$150,000			\$150,000
23 Maple Street - Repairs and window replacement			\$150,000			\$150,000
Jefferson Cutter House boiler replacement	\$0					\$0
SCHOOLS	\$723,000	\$543,000	\$1,113,000	\$1,093,000	\$733,000	\$4,205,000
DEPARTMENTAL PROJECT	\$130,000	\$400,000	\$100,000	\$100,000	\$100,000	\$830,000
Bishop Envelope Repairs	\$30,000	\$300,000				\$330,000
Security Updates	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
EQUIPMENT REPLACEMENT	\$163,000	\$13,000	\$13,000	\$13,000	\$13,000	\$215,000
Bishop Roof Top Units					\$0	\$0
Custodial Equipment	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$65,000
Dallin Roof Top Units					\$0	\$0
Engineering Study	\$150,000					\$150,000
Hardy HVAC Roof Top Units		\$0	\$0			\$0
Ottoson Hvac Roof Top Units	\$0				\$0	\$0
Peirce Roof Top Units					\$0	\$0



CAPITAL PLAN FY2022-2026 (cont.)

	2022	2023	2024	2025	2026	Grand Total
INFRASTRUCTURE IMPROVEMENT			\$800,000	\$200,000		\$1,000,000
Brackett Playground Renovation			\$800,000			\$800,000
Hardy Boiler				\$200,000		\$200,000
Hardy Reroofing Phase II			\$0			\$0
Ottoson Roof Replacement			\$0			\$0
MAJOR REPAIRS				\$500,000	\$450,000	\$950,000
School Capital Repairs				\$500,000	\$450,000	\$950,000
PHOTOCOPIER PROGRAM	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
Photocopier Lease Program	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
PUBLIC BUILDING MAINTENANCE	\$30,000	\$10,000	\$30,000	\$20,000		\$90,000
Energy Efficiency Projects	\$30,000	\$10,000	\$30,000	\$20,000		\$90,000
STUDENT TRANSPORTATION	\$195,000					\$195,000
Bus #101 - 53 Passenger		\$95,000				\$95,000
Bus #108 - 53 passenger bus		\$100,000				\$100,000
VEHICLE REPLACEMENT	\$85,000		\$50,000	\$140,000	\$50,000	\$325,000
Facilities Vehicle Replacement	\$85,000		\$50,000	\$50,000	\$50,000	\$235,000
Van # 109 - 8 Passenger Explorer				\$40,000		\$40,000
Van #113 - Food Service				\$50,000		\$50,000
VETERANS' MEMORIAL RINK ENTERPRISE FUND	\$0					\$0
MAJOR REPAIRS	\$0					\$0
Ed Burns Arena Roof Work		\$0				\$0
Grand Total	\$8,473,297	\$8,253,369	\$9,159,859	\$10,384,241	\$9,477,723	\$45,748,489

	2022	2023	2024	2025	2026	Grand Total
BOND	\$790,000	\$1,540,000	\$1,708,000	\$2,095,000	\$1,185,000	\$7,318,000
CASH	\$3,959,297	\$2,953,369	\$3,566,859	\$4,439,241	\$4,401,723	\$19,320,489
OTHER	\$3,724,000	\$3,760,000	\$3,885,000	\$3,850,000	\$3,891,000	\$19,110,000
CPA	\$1,983,909	\$2,344,740	\$100,000			\$4,428,649
Grand Total	\$10,457,206	\$10,598,109	\$9,259,859	\$10,384,241	\$9,477,723	\$50,177,138



CAPITAL PLAN FY2022-2026 (cont.)

Fiscal Year	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Prior Non-Exempt Debt Service	\$7,063,282	\$6,699,193	\$6,297,226	\$5,730,475	\$5,967,760	\$31,757,937
Cash	\$3,959,297	\$2,953,369	\$3,566,859	\$4,439,241	\$4,401,723	\$19,320,489
New Non-Exempt Debt Service (FY22 & after)	\$0	\$605,703	\$832,531	\$1,065,569	\$1,301,619	\$3,805,422
BAN Interest and Principal	\$0	\$0	\$28,750	\$28,750	\$0	\$57,500
Total Non-Exempt Tax Burden	\$11,022,579	\$10,258,265	\$10,725,366	\$11,264,035	\$11,671,102	\$54,941,348
<i>Direct funding sources:</i>						
Rink Enterprise Funds	(\$54,156)	(\$52,056)	(\$50,106)	(\$48,306)	(\$17,247)	(\$221,872)
Ambulance Revolving Fund	(\$97,095)	(\$94,231)	(\$66,742)	(\$139,378)	(\$134,389)	(\$531,835)
Capital Carry Forwards	(\$539,066)					(\$539,066)
Antenna Funds	(\$206,268)	(\$198,584)	(\$192,694)	(\$182,009)	(\$166,891)	(\$946,447)
Urban Renewal Fund	(\$45,744)	(\$44,144)	(\$42,544)	(\$40,944)	(\$34,494)	(\$207,869)
Recreation Enterprise Fund	\$0	\$0	(\$89,000)	(\$89,000)	(\$89,000)	(\$267,000)
Asset Sale Proceeds	(\$750,000)					(\$750,000)
<i>Adjustments to 5% Plan:</i>						
Roadway Reconstruction Override 2011	(\$499,545)	(\$512,033)	(\$524,834)	(\$537,955)	(\$551,404)	(\$2,625,772)
Accessibility Improvements Override 2019	(\$205,000)	(\$210,125)	(\$215,378)	(\$220,763)	(\$226,282)	(\$1,077,547)
Debt service, Town-owned Rental Properties	\$0	(\$13,750)	(\$13,375)	(\$13,000)	(\$12,625)	(\$52,750)
Net Non-Exempt Plan	\$8,625,705	\$9,133,342	\$9,530,693	\$9,992,680	\$10,438,770	\$47,721,190
Pro Forma Budget	\$173,671,213	\$182,347,677	\$190,836,500	\$200,269,834	\$208,632,128	\$955,757,352
Budget For Plan at 5%	\$8,683,561	\$9,117,384	\$9,541,825	\$10,013,492	\$10,431,606	\$47,787,868
Plan as % of Revenues	4.97%	5.01%	4.99%	4.99%	5.00%	4.99%
Variance From Budget	\$57,855	(\$15,958)	\$11,132	\$20,812	(\$7,164)	\$66,677



SECTION VII

NON-APPROPRIATED EXPENSES

NON-APPROPRIATED EXPENSES



STATE ASSESSMENTS • CHERRY SHEET OFFSETS •
TAX ABATEMENT OVERLAY • COURT JUDGMENTS AND
DEFICITS



NON-APPROPRIATED EXPENSES

This category includes mandated assessments and expenditures, which are automatically added to the tax rate without appropriation. Overall, non-appropriated expenses are budgeted to increase \$216,006 (4.47%) in FY2022. The total projected State Assessments for FY2022 are \$3,604,244, an increase of \$120,506 from FY2021. The MBTA accounts for \$3,094,335 of this total and is increasing 0.91%. The remaining Non-Appropriated expenses include Cherry Sheet Offsets, Court Judgments and Deficits, and Tax Abatement Overlay. These items total \$1,438,973 which is an increase of \$95,500 from FY2021 final Recap figure. The FY2022 Overlay will be adjusted when the final tax rate is set in the fall.

The estimates provided here are subject to revision upon the Legislature's passage of a final FY2022 State budget.

Non-Appropriated Expenses	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	Budget Change
State Assessments					
MBTA	2,963,561	3,045,955	3,066,409	3,094,335	27,926
RMV Non-Renewal Surcharge	39,520	33,480	33,560	33,560	-
Air Pollution Districts	16,999	17,772	18,234	19,323	1,089
Metropolitan Area Planning Council	23,348	23,998	24,491	25,084	593
Special Education Charge	28,925	16,279	39,741	20,415	(19,326)
Charter School tuition	189,312	203,873	230,116	256,912	26,796
School Choice	38,468	67,236	71,187	154,615	83,428
State Assessments Sub-total	3,300,133	3,408,593	3,483,738	3,604,244	120,506
Cherry Sheet Offsets	57,029	59,468	71,523	71,523	-
Tax Abatement Overlay	1,245,171	503,383	600,000	600,000	-
Court Judgments & Deficits	771,250	1,012,514	671,950	767,450	95,500
Total	5,373,583	4,983,958	4,827,211	5,043,217	216,006

**MBTA**

The MBTA is composed of 175 communities: the 14 original member communities of the Metropolitan Transit Authority (MTA), and 161 additional communities, which are receiving direct MBTA service. Chapter 161A of the Acts of 2000 increased the number of communities that constitute the MBTA from 78 to 175. The additional 97 communities have been receiving MBTA service; however, the original authorizing language made no provision for these communities to be assessed. The Authority is required to assess each community's share of the overall Authority's assessments. All communities associated with the Authority must contribute to the MBTA State and Local Assistance Fund an amount not less than \$136,026,868. After FY2006, this amount was adjusted each July 1 by the rate of inflation, but not more than 102.5% of the previous year's assessment. Each community's MBTA assessment shall equal its weighted share of the total population of the authority. Chapter 161A, Section 9 has determined the weights for each community. The population figures utilized in this calculation should be the most recent from the United States Census Bureau. Assessments are also weighted by the level of service within each community.

For FY2022, the Town's assessment will increase \$27,926 or 0.91%.

PARKING FINE REGISTRY SURCHARGE

If after proper notices, a motorist fails to pay a parking fine, motor vehicle excise tax, or a charge for abandonment of a motor vehicle, the Town notifies the Registry of Motor Vehicles (RMV) not to renew the license and registration of that motorist. To cover the RMV's administrative costs of entering the necessary information into its computer system, the RMV assesses the Town a fee of \$20 for each notification it receives. This fee, which comes through as a charge on the Cherry Sheet, is recovered by the Town by adding this amount and other penalties to the original fine amount. The FY2022 surcharge assessment is estimated to be \$33,560, subject to final assessments made once the State budget is approved.

AIR POLLUTION CONTROL DISTRICT

General Laws Chapter 11, Section 142B, requires that communities be assessed for a portion of the costs incurred by the State Department of Environmental Protection (DEP) to monitor air pollution levels and enforce air quality standards at industrial, commercial, and institutional facilities. Expenditures made for such purposes are assessed against the metropolitan communities, one- half in proportion to the EQV's and one- half by the population of each community. Costs for FY2022 are estimated at \$19,323 an increase of \$1,089.

METROPOLITAN AREA PLANNING COUNCIL

The basic purpose of the Council is to coordinate and assist communities in their planning efforts, particularly for those activities or projects that may have a regional impact. The assessment for FY2022 is estimated at \$25,084, an increase of \$593 from FY2021.

**SPECIAL EDUCATION CHARGE**

The purpose of this program is to partially reimburse the state for providing special needs education to children enrolled in state hospital schools. The cost that each municipality is charged is the average per pupil cost of education within the school district multiplied by the Full Time Equivalent of resident pupils served by the state. Current year charges are for pupils served in the prior school year. In FY2022, the State will charge Arlington \$20,415, a decrease of \$19,326.

CHARTER SCHOOL TUITION

The purpose of this program is to assess the sending municipality or regional school district for pupils attending charter schools. Charter school tuition charges are assessed against the sending district and paid to the charter school district. Charter Schools receive per-pupil payments from sending districts equal to the average cost per student in that district, plus a capital funding share equal to the state average of what districts pay per pupil in principal and interest for land and buildings. Cherry Sheet assessments for the upcoming fiscal year are based on pre-enrollment data from October of the current fiscal year. Final assessments are based upon March 15 figures. The tuition assessment for FY2022 is estimated on the preliminary Cherry Sheet at \$256,912 an increase of \$26,796 from FY2021.

SCHOOL CHOICE SENDING TUITION

This is an assessment to the Town of Arlington for pupils attending another school district under school choice. School choice tuition charges are assessed against a sending district and paid to a receiving school district. Per pupil tuition rates are based on the receiving district's per pupil costs for the prior fiscal year. Costs are based on instruction, pupil services, administration, maintenance, and fixed charges. A student's tuition equals 75 percent of the per pupil cost, up to a limit of \$5,000, so effectively Arlington is charged \$5,000 per student, except for students with an individualized education plan, in which case a special education increment augments that tuition. The FY2022 charge is \$154,615, an increase of \$83,428 or 117%.

CHERRY SHEET OFFSETS

Included in the estimated amount of aid to be received from the state are grant funds for the Town's Public Libraries. These funds are reserved for direct expenditure by the Library and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State aid estimate is also included in the non-appropriated expenses section as offsetting debits.

The library grant actually includes three grant programs more fully described in the revenue section of this budget under Cherry Sheet Offsets. It is projected to increase slightly to a total of \$71,523.

**TAX ABATEMENT OVERLAY**

State law requires that the Assessors put aside funds from each tax levy in a reserve that is called an Overlay. This account is established in anticipation that a certain percentage of the tax levy may end up being abated. Individual tax abatements are paid out of this fund. The final amount of the overlay account is determined by the Assessors and added to the tax rate without appropriation, and is usually set at anywhere from 1% to 2.5% of the tax levy. In revaluation years, which occur every three years, the overlay account is usually set at a higher amount in anticipation of an increased number of abatements. In other years, the overlay is set closer to \$600,000. FY2022 it will be set at \$600,000. Any surplus left in an overlay account is appropriated by Town Meeting in much the same manner as free cash. Under the Municipal Modernization Act, Ch. 218 of the Acts of 2016, municipalities changed from accounting for overlays for each tax year to combining all previous overlay accounts into a single fund. As of June 30, 2020, the balance in the overlay account was \$2,989,541. From these account, \$400,000 is proposed to be declared surplus and be used as a revenue source in FY2022.

COURT JUDGMENTS, DEFICITS, AND OTHER

State law provides that if the Town receives a court judgment requiring the payment of funds, the Treasurer, with the Director of Account's approval, may pay the award from the treasury without appropriation. The amount must then be added to the tax rate for the following year unless a subsequent appropriation is made to cover the deficit prior to setting the next year's tax rate.

From time to time, there are other non-appropriated expenses which have to be added to the tax rate. Any deficits in revenue, overlay, pensions, or debt and interest accounts, along with tax title amounts, and snow and ice budgets, must be added to the following year's tax rate. In addition, as a result of a special act of the legislature, any tax revenue from the Symmes project is debited here as a reserve to pay down the debt for the Symmes project. Once the debt is paid off in FY2022, the taxes associated with the project will go into the General Fund, like all other property taxes. In FY2020, the total of these items was \$1,012,514, including a one time charge of \$339,289 to eliminate deficits in capital accounts. For FY22, an allowance of \$767,450 has been made for any such judgments and the Symmes debt.



SECTION VIII

FUND INFORMATION & TOWN FINANCIAL POLICIES



Financial Funds and Basis of Accounting

Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for un-matured interest on general long-term debt which is recognized when due, and certain compensated absences, claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

The Town considers property tax revenues available if they are collected within 60 days after year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

- The General Fund is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.
- The Capital Borrowing Fund is a capital project fund used to account for the Town's annual capital appropriations that are budgeted to be financed through long-term borrowing.
- The non-major governmental funds consist of special revenue, other capital projects, and permanent funds that are aggregated and presented in the *non-major governmental funds* column on the governmental funds financial statements.

The following describes the general use of these fund types:

- The *special revenue fund* is used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than permanent funds or capital projects.
- The *capital projects fund* is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets of the governmental funds.
- The *permanent fund* is used to account for and report financial resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the governmental programs.



Financial Funds and Basis of Accounting (cont.)

Proprietary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

The following major proprietary funds are reported:

- The *Water and Sewer Enterprise Fund* is used to account for the water and sewer activities.
- The *Arlington Youth Services Enterprise Fund* is used to account for the youth services activities.
- The *Council on Aging Enterprise Fund* is used to account for the council on aging activities.
- The *Ed Burns Arena Enterprise Fund* is used to account for the rink activities.
- The *Recreation Enterprise Fund* is used to account for the recreation activities.

Fiduciary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

- The *pension trust fund* is used to account for the activities of the System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries.
- The *other postemployment benefit trust fund* is used to accumulate resources to provide funding for future other postemployment benefits (OPEB) liabilities.
- The *private-purpose trust fund* is used to account for trust arrangements, other than those properly reported in the pension trust fund, other postemployment benefit trust, or permanent fund, under which principal and investment income exclusively benefit individuals, private organizations, or other governments.
- The *agency fund* is used to account for assets held in a purely custodial capacity.

**Financial Funds and Basis of Accounting (cont.)**

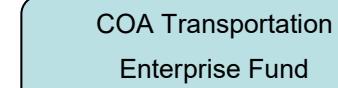
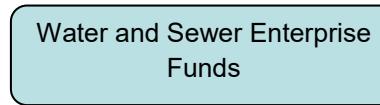
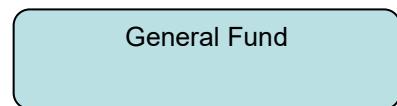
An annual budget is adopted for the Town's General and Enterprise Funds. The Town's annual budget is adopted on a statutory basis, specific to the Commonwealth of Massachusetts, and it differs in some respects from Generally Accepted Accounting Principles (GAAP). The major differences between the budget and GAAP basis are that:

1. Budgeted revenues are recorded when cash is received, except for real estate and personal property taxes, which are recorded as revenue when levied (budget), as opposed to when susceptible to accrual (GAAP).
2. For the budget, encumbrances are treated as expenditures in the year the commitment is made. Also, certain appropriations do not lapse and are treated as budgetary expenditures in the year they are authorized as opposed to when the liability is actually incurred (GAAP).
3. The depreciation of Fixed Assets is not recognized as a current expense on a budgetary basis, except to the extent that actual maintenance costs are included in departmental budgets.



All Funds

Budgeted Funds



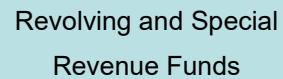
Governmental

Proprietary

Fiduciary

Long Term Obligations

Non-Budgeted Funds





Overall Budget Summary

	General Fund	Water and Sewer	Recreation	Rink	AYCC	COA Transport	Total Funds
Revenue							
Property Tax	\$ 142,742,625						\$ 142,742,625
Local Receipts/Fees	\$ 8,873,350	\$ 21,743,201	\$ 1,718,925	\$ 574,392	\$ 784,135	\$ 77,740	\$ 33,771,743
State Aid	\$ 23,500,574						\$ 23,500,574
School Construction Aid	\$ -						\$ -
Free Cash/Fund Balance	\$ 5,659,184	\$ -		\$ 16,000		\$ 12,560	\$ 5,687,744
Other Funds	\$ 400,000						\$ 400,000
Override Stabilization Fund	\$ 6,200,151						\$ 6,200,151
Transfers in (Offsets)	\$ 2,916,046	\$ 1,845,727			\$ 120,000	\$ 50,000	\$ 4,931,773
TOTAL REVENUES	\$ 190,291,930	\$ 23,588,928	\$ 1,718,925	\$ 590,392	\$ 904,135	\$ 140,300	\$ 217,234,610
Expenditures							
Salaries	\$ 30,245,340	\$ 2,485,141	\$ 741,086	\$ 268,845	\$ 583,635	\$ 108,000	\$ 34,432,047
Expenses	\$ 11,520,985	\$ 1,032,055	\$ 923,650	\$ 239,150	\$ 320,500	\$ 32,300	\$ 14,068,640
Arlington School Department	\$ 80,104,634						\$ 80,104,634
Minuteman Regional High School	\$ 6,795,456						\$ 6,795,456
Non-Departmental (Healthcare & Pensions)	\$ 32,847,354	\$ 2,072,098	\$ 54,189	\$ 28,240			\$ 35,001,881
Capital (Includes Debt Service)	\$ 18,073,998	\$ 2,005,595			\$ 54,157		\$ 20,133,750
MWRA Debt Shift/Transfers to Other Funds	\$ 1,845,727	\$ 15,994,039					\$ 17,839,766
Warrant Articles	\$ 1,000,524						\$ 1,000,524
Reserve Fund & Elections	\$ 2,814,695						\$ 2,814,695
Override Stabilization Fund Deposit	\$ -						\$ -
TOTAL EXPENDITURES	\$ 185,248,713	\$ 23,588,928	\$ 1,718,925	\$ 590,392	\$ 904,135	\$ 140,300	\$ 212,191,393
Non-Appropriated Expenses							
State Assessment, Library Direct Aid, Overlay	\$ 5,043,217						\$ 5,043,217
TOTAL EXPENSES	\$ 190,291,930	\$ 23,588,928	\$ 1,718,925	\$ 590,392	\$ 904,135	\$ 140,300	\$ 217,234,610
Surplus / (Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Fund Balances

The Town defines a **fund balance** as the difference between assets and liabilities reported in a government fund. This is also known as fund equity. The Town classifies the funds as follows: General Fund, Enterprise Funds, Reserve Funds and Revolving Funds.

General Fund – The fund used to account for most financial resources and activities governed by the normal Town Meeting appropriation process.

Free Cash – “Free Cash” is a revenue source that results from the calculation, as of July 1, of a community’s remaining, unrestricted funds from operations of the previous fiscal year, based on the balance sheet as of June 30. It typically includes actual receipts in excess of revenue estimates and unspent amounts in departmental budget line-items for the year just ending, plus unexpended free cash from the previous year. Consistent with current practice, the Town appropriates up to 50% of its Free Cash balance from the prior year to as an operating revenue.

Enterprise Fund – An enterprise fund, authorized by MGL Ch. 44 Sec.53F ½ is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered user charges and the portion that is subsidized by the tax levy, if any.

Revolving Fund – A revolving fund allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For department revolving funds, MGL Ch. 44 Sec. 53E ½ stipulates that each fund must be reauthorized each year at annual Town Meeting and that a limit on the total amount that may be spent from each fund must be established at that time.

Urban Renewal Fund – An urban renewal fund is a fund set up to help a community meet the planning and implementation costs of urban revitalization and development projects.



Reserve Fund – An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures. In a town, the finance committee can authorize transfers from this fund for “extraordinary or unforeseen” expenditures. Other uses of the fund require budgetary transfers by Town Meeting.

Tip Fee Stabilization Fund – The Town of Arlington participated in a regional solid waste consortium, the North East Solid Waste Committee. Upon leaving the consortium in September of 2005, the Town was entitled to revenue derived from the regional agreement. Since then, the Town uses funds from the Tip Fee Stabilization Fund to offset solid waste disposal costs. The Town appropriated \$164,000 from the fund in FY2014 depleting its balance.

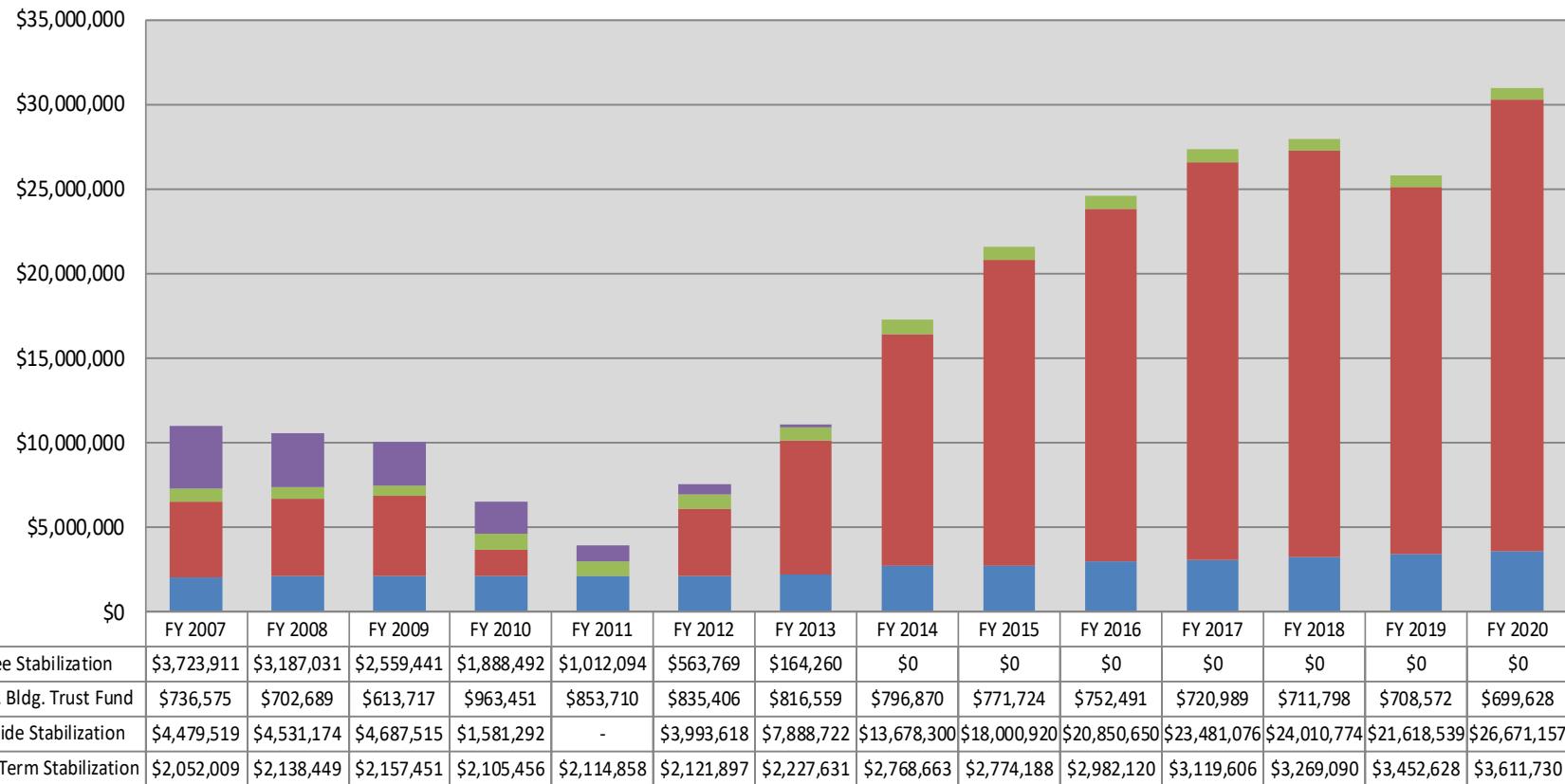
Municipal Buildings Trust Fund – In accordance with Massachusetts General Law, Chapter 40, Section 13, the Town established a Municipal Buildings Trust Fund for the purposes of offsetting the costs associated with significant property loss.

Override Stabilization Fund – The Override Stabilization Fund was created as a result of the 2005 Proposition 2 1/2 override. The Town makes annual appropriations to the fund until the time in which it is necessary to make withdrawals for the purposes of balancing the general fund budget. As the graph illustrates on page 212, the first appropriation to the fund was in FY2006 after the passage of an operating override and was depleted in FY2011. The Town passed an override leading into FY2012, which explains the increase of \$3,993,618 that year and a \$5.5 million override in June 2019, which is projected to keep the Town’s budget balanced until FY2024.

Long Term Stabilization Fund – In accordance with Massachusetts General Law, Chapter 40, Section 5B, the Town may appropriate in any year an amount not exceeding, in the aggregate, 10% of the amount raised in the preceding fiscal year’s tax levy. The Town may appropriate funds from the Long Term Stabilization Fund for any lawful purpose with a two-thirds vote of Town Meeting.



Reserve Fund Balances (end of year)





Revolving Fund Balances

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Ambulance/Life Support	\$446,194	\$396,176	\$256,610	\$298,672	\$405,815	\$547,148	\$628,306	\$687,553	\$493,507	\$525,833	\$385,824
Board of Health	\$79,163	\$91,253	\$103,800	\$86,284	\$65,529	\$56,720	\$104,466	\$113,619	\$137,142	\$151,784	\$165,954
Conservation Commission	\$2,897	\$2,907	\$3,221	\$3,312	\$2,742	\$2,742	\$2,710	\$2,623	\$2,623	\$1,523	\$19,337
Council on Aging Program					\$4,320	\$4,571	\$9,974	\$22,263	\$29,156	\$30,081	\$106,942
Field User Fees	\$88,845	\$62,975	\$49,757	\$72,820	\$63,849	\$23,390	\$36,126	\$48,065	\$31,570	\$72,800	\$1,343
Fox Library	\$13,463	\$16,523	\$17,891	\$13,690	\$15,068	\$16,773	\$3,780	\$3,857	\$1,345	\$1,345	\$1,221
Gibbs School Energy			\$25,688	\$27,730	\$36,459	\$34,171	\$28,078	\$26,468	\$8,402	\$10,925	\$4,814
Library PC Vendor	\$6,971	\$12,711	\$13,361	\$14,315	\$4,873	\$4,745	\$8,420	\$9,661	\$11,068	\$7,042	\$6,260
Private Way Repair	\$13,305	\$13,305	\$1,305	\$13,305	\$50,858	\$87,715	\$118,526	\$85,767	\$59,606	\$93,000	\$62,223
Public Way Repair	\$168	\$168	\$168	\$168	\$168	\$168	\$168	\$15,255	\$14,715	\$14,715	\$14,715
Robbins House Rental	\$19,927	\$22,958	\$33,938	\$35,312	\$31,893	\$19,093	\$13,027	\$17,641	\$7,865	\$12,160	\$19,435
Robbins Library Rental	\$9,187	\$11,658	\$17,892	\$16,751	\$21,696	\$26,586	\$24,451	\$24,414	\$29,409	\$34,930	\$38,380
Town Hall Rental	\$8,601	\$29,904	\$42,735	\$22,163	\$14,534	\$70,154	\$96,859	\$86,999	\$84,578	\$106,050	\$105,902
Uncle Sam	\$334	\$344	\$319	\$411	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526
White Good Recycling	\$27,887	\$44,369	\$38,202	\$16,755	\$45,109	\$57,406	\$57,041	\$59,216	\$65,180	\$60,137	\$42,567
TOTAL	\$716,942	\$705,251	\$604,887	\$621,688	\$764,439	\$952,908	\$1,133,458	\$1,204,928	\$977,692	\$1,123,853	\$976,443

Urban Renewal Fund Balance

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Urban Renewal Fund	\$249,860	\$290,665	\$377,193	\$399,794	\$400,732	\$439,839	\$542,262	\$456,159	\$341,816	\$202,954	\$121,047



Fund Balances

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
General Fund (Free Cash)	2,995,814	1,164,101	770,498	4,378,542	7,793,055	6,085,848	6,871,692	9,074,598	9,701,131	9,186,749	11,119,563	11,802,775	11,318,368
Enterprise Funds													
Water/Sewer Enterprise	4,718,828	5,550,844	3,117,257	4,422,651	2,551,390	2,497,966	3,718,958	8,546,621	7,188,427	7,299,339	7,844,907	6,220,101	5,799,829
Youth Enterprise	(20,345)	53,598	42,184	50,000	67,661	45,315	23,474	23,056	37,349	44,349	36,214	53,212	64,843
Council on Aging Enterprise	30,686	44,318	50,448	97,152	112,520	114,489	132,640	63,211	80,209	50,658	66,053	61,707	92,657
Rink Enterprise	38,620	58,412	27,702	91,325	78,992	90,435	74,503	77,154	78,839	357,573	49,265	14,728	41,021
Recreation Enterprise	85,392	68,360	77,200	101,380	105,452	120,887	132,023	205,874	381,219	446,480	683,966	765,855	371,447

MAJOR & NON MAJOR FUNDS - CHANGES IN FUND BALANCE

General Fund - 0100 & 0200

Fiscal Year	Major			
	Beg FB	End FB	Inc/Decr from prior FY	
			% Var in FB	
2015	\$10,380,555	\$10,291,536	(\$89,019)	-1%
2016	\$10,291,536	\$13,761,217	\$3,469,681	34%
2017	\$13,761,217	\$14,783,863	\$1,022,646	7%
2018	\$14,783,863	\$16,195,243	\$1,411,380	10%
2019	\$16,195,243	\$14,795,252	(\$1,399,991)	-9%
2020	\$14,795,252	\$13,657,736	(\$1,137,516)	-8%

The General Fund is the primary operating fund of the Town, and is used to account for all financial resources except those that are required to be accounted for in other funds.

For FY21, it is estimated that fund balance will remain consistent with FY20 or decline slightly because of the effect of the COVID-19 pandemic on revenues.

Water & Sewer Enterprise Fund - 6500

Fiscal Year	Major			
	Beg FB	End FB	Inc/Decr from prior FY	
			% Var in FB	
2015	\$0	\$8,546,621		
2016	\$8,546,621	\$7,188,427	(\$1,358,194)	-16%
2017	\$7,188,427	\$8,102,916	\$914,489	13%
2018	\$8,102,916	\$7,844,907	(\$258,009)	-3%
2019	\$7,844,907	\$6,220,101	(\$1,624,806)	-21%
2020	\$6,220,101	\$5,799,829	(\$420,273)	-7%

The Water and Sewer Enterprise Fund is a proprietary (enterprise) fund that is used to account for the water and sewer activities of the Town.

For FY21, it is estimated that fund balance will remain consistent with FY20 or increase lightly because is has been a dry year and water sales are up.



AYCC Enterprise Fund - 6550

Fiscal Year	Non-Major			
	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$23,474	\$23,055	(\$419)	-2%
2016	\$23,055	\$37,349	\$14,294	62%
2017	\$37,349	\$44,349	\$7,000	19%
2018	\$44,349	\$36,214	(\$8,135)	-18%
2019	\$36,214	\$53,212	\$16,998	47%
2020	\$53,212	\$64,843	\$11,631	22%

The Arlington Youth Counseling Center (AYCC) is a proprietary (enterprise) fund that is used to account for the activities of the AYCC.

The undesignated fund balance in FY20 saw an increase due to an greater activity in the fund.

For FY21, it is estimated that fund balance will remain consistent with FY20.

Rink Enterprise Fund - 6570

Fiscal Year	Non-Major			
	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$74,503	\$77,154	\$2,651	4%
2016	\$77,154	\$78,839	\$1,685	2%
2017	\$78,839	\$357,573	\$278,734	354%
2018	\$207,997	\$49,265	(\$308,308)	-86%
2019	\$49,265	\$14,728	(\$34,537)	-70%
2020	\$14,728	\$41,021	\$26,293	179%

The Rink Enterprise Fund is a proprietary (enterprise) fund that is used to account for the activities of the municipal ice skating rink.

Undesignated fund balance is expected to decrease in FY21, because of cutback in Rink activity due to COVID-19.

COA Transportation Enterprise Fund - 6560

Fiscal Year	Non-Major			
	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$132,639	\$93,211	(\$39,428)	-30%
2016	\$93,211	\$80,209	(\$13,002)	-14%
2017	\$80,209	\$77,093	(\$3,116)	-4%
2018	\$77,093	\$66,053	(\$11,040)	-14%
2019	\$66,053	\$61,707	(\$4,346)	-7%
2020	\$61,707	\$92,657	\$30,950	50%

The Council on Aging (COA) Transportation Fund is a proprietary (enterprise) fund that is used to account for the activities of the COA Transportation services.

The undesignated fund balance has decreased over time due to lower than anticipated revenue collections, but bounced back in FY20.

For FY21, it is estimated that fund balance will remain consistent with FY20.

Recreation Enterprise Fund - 6580

Fiscal Year	Non-Major			
	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$132,023	\$205,894	\$73,871	56%
2016	\$205,894	\$381,219	\$175,325	85%
2017	\$381,219	\$446,480	\$65,261	17%
2018	\$446,480	\$683,967	\$237,487	53%
2019	\$683,967	\$765,855	\$81,888	12%
2020	\$765,855	\$371,447	(\$394,408)	-51%

The Recreation Fund is a proprietary (enterprise) fund that is used to account for the activities of the recreation department.

Undesignated fund balance increased in FY20 due to cancellations of many of the recreation programs due to COVID-19.

It is expected that the balance will decrease slightly in FY21



Urban Renewal Fund - 2770

Fiscal Year	Non-Major			
	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB

2015	\$340,749	\$375,926	\$35,177	10%
2016	\$375,926	\$486,914	\$110,988	30%
2017	\$486,914	\$378,143	(\$108,771)	-22%
2018	\$378,143	\$263,991	(\$114,152)	-30%
2019	\$263,991	\$88,063	(\$175,928)	-67%
2020	\$88,063	\$112,117	\$24,054	27%

The Urban Renewal Fund was set up to help the Town meet the planning and implementation costs of urban revitalization and development projects.

Starting in FY19, Budget provided for rent payments for Town occupants of the Central School (HHS) to be made to the Fund to stabilize the balance.

Fiscal Stabilization Fund - 8950

Fiscal Year	Non-Major			
	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB

2015	\$13,685,484	\$18,000,920	\$4,315,436	32%
2016	\$18,000,920	\$20,850,650	\$2,849,730	16%
2017	\$20,850,650	\$23,481,076	\$2,630,426	13%
2018	\$23,481,076	\$24,010,774	\$529,698	2%
2019	\$24,010,774	\$21,618,539	(\$2,392,235)	-10%
2020	\$21,618,539	\$26,671,157	\$5,052,618	23%

The Fiscal Stabilization Fund (aka the "override" stabilization fund) was created in 2005 to help keep the budget stable and to avoid annual override votes.

Funds are accumulated when there are excess funds, and drawn down when spending exceeds available recurring revenue sources.

For FY21, the fund is estimated to decrease by \$6.2 million to support the FY22 operating budget.

Antenna Fund - 3480

Fiscal Year	Non-Major			
	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB

2015	\$649,776	\$831,935	\$182,159	28%
2016	\$831,935	\$658,075	(\$173,860)	-21%
2017	\$658,075	\$649,256	(\$8,819)	-1%
2018	\$649,256	\$596,965	(\$52,291)	-8%
2019	\$596,965	\$570,872	(\$26,093)	-4%
2020	\$570,872	\$296,090	(\$274,782)	

The Antenna Fund was created by home rule petition that allows for deposits of revenue generated from rent collected on antennas placed on municipal buildings. This revenue is used to fund open space and recreation purposes.

For FY21, the fund balance is estimated to continue to decrease because of additional expenditures for capital projects.

Stabilization Fund - 8850

Fiscal Year	Non-Major			
	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB

2015	\$2,773,759	\$2,879,467		
2016	\$2,879,467	\$2,992,020	\$112,553	4%
2017	\$2,992,020	\$3,119,606	\$127,586	4%
2018	\$3,119,606	\$3,269,090	\$149,484	5%
2019	\$3,269,090	\$3,452,628	\$183,538	6%
2020	\$3,452,628	\$3,611,730	\$159,102	5%

The Stabilization Fund is the Town's "rainy day" fund. It can be used for any lawful purpose with a two-thirds vote of Town Meeting.

For FY21, the Fund is estimated to remain stable.

**OPEB - Retiree Healthcare Fund - 8890****Non-Major**

Fiscal Year	Inc/Decr from prior FY			% Var in FB
	Beg FB	End FB	% Var in FB	
2015	\$7,427,776	\$8,377,646	\$949,870	13%
2016	\$8,377,646	\$9,184,192	\$806,546	10%
2017	\$9,184,192	\$11,201,306	\$2,017,114	22%
2018	\$11,201,306	\$12,854,012	\$1,652,706	15%
2019	\$12,854,012	\$14,521,818	\$1,667,806	13%
2020	\$14,521,818	\$15,865,946	\$1,344,128	9%

The OPEB fund is used to accumulate resources to provide funding for future other post-employment benefits (OPEB) liabilities.

The FY20 fund balance increased by \$1.3m due to appropriations made by Town meeting from available funds and from the Health Claims Trust Fund, as well as investment earnings. FY21 is estimated to increase based on continued Town meeting appropriations to the fund.

Health Claims Trust Fund - 8860**Non-Major**

Fiscal Year	Inc/Decr from prior FY			% Var in FB
	Beg FB	End FB	% Var in FB	
2015	\$3,692,046	\$2,808,350	(\$883,696)	-24%
2016	\$2,808,350	\$2,528,945	(\$279,405)	-10%
2017	\$2,528,945	\$2,248,008	(\$280,937)	-11%
2018	\$2,248,008	\$1,962,756	(\$285,252)	-13%
2019	\$1,962,756	\$1,698,927	(\$263,829)	-13%
2020	\$1,698,927	\$2,316,675	\$617,748	36%

Health Claims Trust Fund is a fund that is a holdover from when the Town was self-insured. All funds are Town funds. The Town is now insured on a premium-based plan through the Commonwealth's health insurance plans.

The FY20 fund balance increased due to a close out of a related fund. FY21 will also support the OPEB fund with a \$300,000 appropriation.



Town of Arlington Standing Financial Policies & Practices

Balanced Budget: The Town defines a balanced budget as a budget in which receipts are greater than (or equal to) expenditures. The Commonwealth of Massachusetts requires all municipalities to present a balanced budget each year as a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined period of time.

Free Cash Practice: The Town of Arlington appropriates up to 50% of the prior year's Certified Free Cash Balance as an operating revenue with a majority vote of Town Meeting.

Capital Budget: The Town Manager shall present a Capital Budget equal to 5% of projected revenues. The Town has followed this practice since 1986.

Town of Arlington Historical Override Policies & Commitments

1) *Override funds will be made to last at least three years (FY2012-FY2014). No general override will be sought during this period. – Current projections have project an override in FY2024.*

2) *If the override passes there will be no Pay As You Throw (PAYT) fee implemented in FY2012, but the placement of a ballot question regarding a revenue neutral PAYT option will be considered in FY2013. – This ballot question was not advanced due to the Town's implementation of a mandatory recycling program in FY2013 which has stabilized both hauling and waste disposal costs.*

3) *Town and School operating budget increases will be capped at 3.5% per year. An additional allowance of up to 7% shall be allowed for documented special education cost increases. Should actual special education cost increases exceed this amount, the remaining School budget shall be decreased by the difference. – This commitment has been maintained and this year's Town operating budget proposes a 2.6% increase. Due to continuing enrollment growth, a school funding increase above 3.5% is proposed and discussed herein.*



4) *Health care cost increases will be programmed at 7%. Should actual increases exceed this amount, the Town and School budget totals shall be proportionately decreased by the excess amount. Should actual increases be less than this amount as a result of negotiated health care savings, the extra savings will be:*

- a) Deposited into the override stabilization fund to extend the three year override period;*
- b) Used to preserve services; and*
- c) To satisfy any and all negotiated items between the Town Manager, employees, and retirees. – The override period has been extended to nine years from the original three-year period based to a large degree on health care savings and the first year health care savings also supported FY2012 wage settlements with employee bargaining units. For future planning purposes, health care premiums are projected to grow at 5.25%, which more accurately reflects the historical average annual growth of Group Insurance Commission premiums.*

5) *An additional \$600,000 shall be appropriated for the School Department in FY2012 and \$400,000 shall be appropriated each year in addition to the amount currently appropriated in the capital budget for road improvements. – This commitment has been met.*

6) *Reserves shall be maintained in an amount equivalent to at least 5% of the budget. – This commitment is being maintained.*

At the time the 2011 override was proposed, the Town was facing a projected deficit of \$6 million. Also at that time, the Legislature was discussing giving municipalities more authority to control their health care plans and costs. Optimistically, it was assumed that some changes would be made to allow the Town to save \$1 million. The proposed override was then set at \$6.49 million, an amount that projected to maintain current service levels for three years.

Approximately a month after the override passed, the State approved a significant health care reform law for municipalities that provided authority to make health care plan designs which matched what the State provides to its employees and also authorized municipalities to join the State's health care plan. As a result, Arlington joined the State's health care plan, the Group Insurance Commission (GIC) and has achieved significant savings which have enabled the Town to stretch the three-year plan to a nine-year plan. We are mindful of the strong desire of residents to maintain quality services and the sacrifices they made by supporting the override. We are committed to pursue all appropriate productivity improvements and cost reduction measures in order to sustain these quality services.



Balancing Community Needs with Fiscal Prudence

Balancing Community Needs with Fiscal Prudence

Beginning in the fall of 2014, the Long Range Planning Committee (LRPC) held a series of discussions focused on the future of Town and School budgets and the amount by which they should grow on an annual basis. These discussions were prompted by the desire of committee members to explore strategies that could extend the life of the current Long Range Plan (LRP) and thereby forestall the next time an operating override would need to be considered. These discussions resulted in a number of recommendations being adopted for the FY2016 budget based upon the following principles:

- 1) Exercising fiscal prudence to maintain financial stability through the success of a future operating override.
- 2) Balancing prudence with recognition of the needs and expectations of Arlington residents and building Town and School budgets accordingly.
- 3) Committing to strategically address the findings of the Comparative Compensation Study within the confines of the proposed long range planning parameters.

Based upon these principles, and the ongoing discussion of the Long Range Planning Committee, the following commitments are being maintained within the Long Range Plan:

- Health insurance premium growth is projected at 5.25% annually, mirroring the 10 year average premium growth of the GIC.
- Free Cash is assumed to be certified each year at the 10-year average certified amount.
- The rate of growth in annual pension costs is maintained at or below 5.5%.
- Annual budget growth for Town Departments is set at 3.25% for FY2018 and beyond.
- Annual budget growth for the general education portion of the School Department budget is maintained at 3.5% for FY2019 and beyond.

In addition to these commitments, the Town also maintains its commitment to addressing the financial pressures associated with Arlington's growing student enrollment. A funding formula, referred to as "Growth Factor" was first implemented in FY2015. The details of this formula and its budgetary impact are described below.



SECTION IX

GLOSSARY



GLOSSARY OF TERMS

Assessment/Offsets	The amount the State automatically deducts from Local Aid to cover town-shared expenses. The primary items that make up this amount are charter school and MBTA assessments.
Bond Anticipation Note (BAN):	Short term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school-related BANs may be deferred up to seven years, if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
Capital (Includes Debt Service):	The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and Proposition 2 ½ debt exclusion projects.
Cherry Sheet:	The official notification by the Massachusetts Commissioner of Revenue to municipalities and school districts of estimated state aid to be paid and charges to be assessed over the next fiscal year. As the state budget process unfolds, updated local aid proposals are posted. Cherry Sheets are issued once the state budget is enacted by the Legislature and approved by the Governor.
Chapter 70 School Aid Cherry Sheet:	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which State Aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.
Chapter 90 Highway Funds:	State funds derived from transportation bond authorizations and apportioned to communities for road projects based on a formula under the provision of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursement to the limit of the grant.
Collective Bargaining:	The process of negotiating workers' wages, hours, benefits, working conditions, etc., between employer and some or all of its employees, who are represented by a recognized labor union.



Debt Exclusion:	A debt exclusion is the amount levied to the taxpayers in addition to the usual tax limit under Proposition 2 ½ to pay for the debt service on bonds issued for large capital projects. The amount of the tax increase is net of any reimbursement from the state, for example, for school building projects. The debt exclusion remains in effect until the bonds are fully paid.
Designated Unreserved Fund Balance:	A limitation on the use of all or part of the expendable balance in a governmental fund.
Enterprise Funds:	An enterprise fund, authorized by MGL Ch. 44 §53F½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery — direct, indirect, and capital costs — are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the surplus or unrestricted net assets generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Arlington has five enterprise funds: Council on Aging Transportation, Recreation, Ed Burns Arena, Water & Sewer, and Arlington Youth Counseling Center.
Enterprise Fund Debt:	Debt service funded from Water & Sewer rates or other enterprise fund revenue.
Equalized Valuations (EQVs):	The calculation of the full and fair cash of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in determining some state aid accounts and for calculating county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biennially determining an equalized valuation for each city and town in the Commonwealth.
Excess Levy Capacity:	The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Select Board must be informed of excess levy capacity and its acknowledgement must be submitted to DOR when setting the tax rate.
Excluded or Exempt Debt:	Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½.
Fiscal Year:	A fiscal year runs July 1 through June 30. For example, Fiscal Year 2022 runs from July 1, 2021 through June 30, 2022.



Foundation Budget:	The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide adequate education for all students.
Free Cash:	A revenue source that results from the calculation of a community's remaining, unrestricted funds from operations of the previous fiscal year, based on the balance sheet as of June 30. It includes actual revenue receipts in excess of revenue estimates and unspent amounts in departmental budget line-items for the year, plus unexpended free cash from the previous year. After the books are closed for the year, fund balances are submitted to the Department of Revenue for certification, generally in the fall with final certification in late fall or early winter. It is strongly recommended that free cash be spent on one-time expenditures since free cash itself is a one-time revenue source.
GASB 34:	A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends, and prospects for the future.
GASB 45:	This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.
GIS:	Geographic Information System, a computerized mapping system and analytical tool that allows a community to access information on a parcel, area, or community wide basis. It also allows parcels to be identified and sorted on the basis of specified criteria. The system can integrate assessors' property data, water and sewer line networks, wetlands, floodplains, as well as other data.
Levy Ceiling:	A levy ceiling is a restriction on the tax levy, imposed by MGL Ch. 59 §21C (Proposition 2½). It requires property taxes not exceed 2½ percent of the total full and fair cash value of all taxable property, in other words, the maximum tax rate cannot increase by more than \$25 per \$1,000 of value. Property taxes levied may exceed this limit only if the community passes a capital, debt, or special exclusion.



Levy Limit:	MGL Ch. 59 §21C (Proposition 2 ½) states that the real and personal property taxes imposed by a city or town (the levy) may grow each year by 2½ percent above the prior year's levy limit, plus new growth, plus any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital, debt, or special exclusion.
Local Receipts:	Local receipts revenue collected through departmental operations. The primary local receipts are motor vehicle excise taxes, interest income, permits, licenses, fines, and fees.
Tax Levy Limit:	This amount represents the total amount of tax bills the town sends out each year to taxpayers. The levy is monitored by the state and can increase by 2.5% each year.
M.G.L.:	The Massachusetts General Laws, the official laws of the Commonwealth of Massachusetts.
Municipal Departments:	Select Board, Town Manager, Human Resources, Comptroller, Treasurer, Postage, Assessors, Information Technology, Legal, Town Clerk, Parking, Planning & Community Development, Facilities, Public Works, Police, Fire, Inspectional Services, Libraries, Health and Human Services, Board of Health, Veterans' Services, Council on Aging, Enterprise Funds (Water/Sewer, Recreation, Ed Burns Arena, Council on Aging Transportation, Youth Counseling Center), and other related boards (Board of Registrars, Redevelopment Board, and Zoning Board of Appeals).
MWRA Debt Shift:	The Town has accepted provisions of M.G.L., Ch. 59 § 21C whereby water and sewer debt costs are subsidized by taxes. Per vote of the Select Board, the MWRA Debt Shift has been fixed at \$5,593,112 since FY2007. The shift is being phased out over three years beginning in FY2021.
New Growth:	New Growth is previously untaxed property, such as when a property owner makes improvements to an existing home or business or builds a new building. It increases the assessed value and adds to the levy limit.
Non-Appropriated Expenses:	Expenses which are contained on the Cherry Sheet from the state and charged to the Town, the largest of which is the annual MBTA assessment. Other non-appropriated expenses include: parking fine registry surcharge, air pollution control district, Metropolitan Area Planning Council, and Charter School Tuition. The Overlay is also included in non-appropriated expenses.
Non-Departmental (Healthcare & Pensions):	The Town's non-departmental liabilities includes health insurance and retirement costs for employees and retirees.



Non-Exempt Debt:	Debt service that is funded by the General Fund and within the limitations of Proposition 2½ i.e., debt that has not been paid for through a debt exclusion.
OPEB:	Other Post-Employment Benefits, benefits, other than pensions, paid or owed to retired Town employees for health insurance, life insurance, or other similar benefits. OPEB creates a liability on the Town's balance sheet, similar to a pension fund liability. The Town has created an OPEB Trust Fund to offset that liability and is adding funds annually.
Override:	Under the provisions of MGL Ch. 59 §21C (Proposition 2½), voters may increase the Levy Limit to fund operating expenses by passing an operating override. This increase is a permanent change to the levy limit. An override may not increase the levy limit above the levy ceiling.
Overlay:	This amount is requested and set aside by the Assessors to cover any property tax abatements. Each year any remaining amount may, at the discretion of the Assessors, be used as a source of revenue.
Override Stabilization Fund:	The Override Stabilization Fund was created as a result of the 2005 Proposition 2½ override. The Town makes annual appropriations to the fund until the time in which it is necessary to make withdrawals for the purposes of balancing the general fund budget. As a result of the 2011 override, the Town made appropriations to the Fund through FY2018. In FY2019, the Town started to withdraw funds to balance the operating budget and it is projected to be depleted in FY2023.
Payment in Lieu Of Taxes:	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.
Property Tax:	The property tax levy is the revenue a city or town raises through real and personal property taxes.
Proposition 2 ½:	A State law enacted in 1980 and encoded in MGL Ch. 59 §21C, Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations. It established levy ceilings and levy limits for all cities and town in Massachusetts.



Reserve Fund: A fund established by the Annual Town Meeting. It is under the control of the Finance Committee, which may authorize transfers for extraordinary or unforeseen expenditures. The fund may be composed of an appropriation of not more than 5% of the tax levy for the preceding year.

School Department: The Town's largest departmental budget. Funds appropriated to the school department offset the costs of personnel, operating school department facilities, transportation, and other expenses necessary for providing public education in the district.

Stabilization Fund: A general reserve. Money from this fund may be appropriated by a two-thirds vote of Town Meeting.

Tax Title: A collection procedure that secures a city or a town's lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years lapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city or town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.

Town Meeting: The legislative branch of town government. The Annual Town Meeting occurs each year in the spring and special town meetings sometimes meet in the fall or winter. Town Meeting authorizes all budget appropriations and debt issuances and it enacts changes to the Town's bylaws and zoning.

Warrant Articles: The business agenda for Town Meeting is the warrant and the individual items are articles.